

**THE
MACARONI
JOURNAL**

**Volume 59
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March, 1978

Macaroni Journal

MARCH, 1978



Twenty years ago boys wore crew-cuts and girls wore pig-tails. Roger Kunkel and Barbara Johnson, then eight years old, lived in Devils Lake, North Dakota and loved spaghetti. Kids still love spaghetti although the demographics of the market are changing. See the story on page 5.



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The Macaroni Journal

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196 South Bothwell Street, Palatine, Illinois. Address all correspondence
regarding advertising or circulation materials to Robert M. Green, Editor
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Expense Account Money

Let O. Evackrey, editor and publisher of Better Times, a weekly newspaper, read the work of an additional 100 paper professionals in health and social work as an additional 100 paper professionals' proposal to reduce the tax deductibility of business lunches.

Expense account money contributes to the back-sitting, the income tax payers' resentment of the income tax, and low an individual's free social of support of organizational expense. It also increases organizational expense and thus decrease organizational profits. It is not a tax deduction of the expense of the individual's personal life, but it is a tax deduction of the expense of the individual's personal life. It is a tax deduction of the expense of the individual's personal life. It is a tax deduction of the expense of the individual's personal life.

It is not impossible to write money by spending it. It is possible that underwrites social waste. Careless spenders may themselves suffer individually, but even more severe consequences are on the end the likelihood of those of us who provide services, work, food and goods in a

large, for the mindlessly spent money. And if we pay others to help us, it is possible as we choose. And, as well, governmental tax funds it along the line of sales to us, as well as to our own stamps.

Whatever the intention of the spender, the tax deductibility of business lunches is a transfer to social needs, not a loss.

Why Businessmen Participate In Trade Associations

Businessmen participate in trade and professional associations because they can accomplish more collectively than they can individually.

Associations help members solve mutual problems, channel resources, exchange information, develop leadership, promote the industry or profession as a whole, guard against external outside influences, and benefit from "tailored" consultants, without additional payroll.

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That's why businessmen participate in associations. It's a sound investment.

State of the Food Industry

by Robert O. Aders

President Food Marketing Institute Food Marketing Institute, a non-profit organization, conducts programs in research, education and public affairs on behalf of its more than 950 member companies and the customers they serve. FMI members are food retailers and wholesalers, including food chains, independent grocers, voluntary wholesalers and cooperative wholesalers. Members come from the U.S., Canada and about 30 foreign countries.

Results in the food business have been mixed in 1977. Some companies have done extremely well. Others are having great difficulty learning to cope.

Final figures for 1977 are not in yet, but there are few signs that industry profitability may improve significantly over 1976. Last year, net profit after tax was .88 percent of sales, down marginally from .88 percent in 1975.

Smaller companies continue to outperform larger companies, on the average. Last year, for example, net profit after tax for companies with annual sales of less than \$10 million was 1.20 percent. By comparison, companies with sales of \$500 million and over reported average profits of .68 percent of sales after taxes.

The industry is expected to record sales volume increases of from 6 to 7 percent this year, slightly less than 8.7 percent increase reported for 1976. Supermarket sales in 1976 topped \$106 billion.

How to Improve Productivity

One of the great challenges facing management in our business today continues to be how to improve productivity while labor cost increases consistently exceed the rate of inflation. Labor now accounts for nearly 70 percent of operating expense in food distribution. That figure has crept upward every year, from 54.5 percent a decade ago.

At the same time, many of our customers want more service. The growth of the fast food restaurant business is one indication of the extent of this demand for more service and convenience. And our customers want us to personalize the shopping experience. The nub of the dilemma facing the supermarket operator is



how to respond to consumer demands like these while reducing or controlling that bulge in labor expense. And while trying to keep prices down.

Productivity in food distribution has been flat for nearly a decade. In 1976, for the first time in the 1970s, we saw our productivity indexes, inch upwards, after correction for inflation. We had the first increase in real productivity in this decade.

We hope that upward movement in productivity is the beginning of a trend. One of the most heartening developments on the productivity front is the growing evidence of consumer acceptance of the computer assisted checkout. These scanning systems utilizing the Universal Product Code are now in operation in about 200 supermarkets across the country. Consumers who have "hands on" experience with them have responded so positively that we see a competitive momentum building. In nearly every instance where computer checkout systems have been installed in an existing store, sales have shown a marked increase.

Scanning

At our Fall Conference in Atlanta in October, we heard reports from a cross-section of our industry that demonstrate clearly the enormous potential for productivity improvements with scanning ranging from 15 to 35 percent. Our information indicates that these "hard savings" should more than justify the cost of investment in the computer-assisted checkout. In addition, we are on the threshold of exploiting vast potential in "soft savings"—improvements in man-

agement controls and systems that scanning can bring to the industry.

We at FMI intend to continue to play a strong leadership role in developing programs, disseminating information, and researching future opportunities for use of electronic checkouts and scanning in supermarkets. It will receive a major emphasis in 1978 as part of a commitment of our to expand and improve member services that contribute to operational goals.

Energy

In Washington, we're proud of initiatives the industry has taken this year to seek relief from pressures in another major cost area—energy, which now exceeds the cost of rent in many supermarkets. We have taken significant steps toward achieving a relaxation of government restrictions that discourage backhaul. If S. 1699, now pending before the Senate Commerce Committee, is enacted into law, a Federal Energy Administration Committee estimates it could save more than 100 million gallons of scarce fuel every year. Also, we hope to see the Congress establish priority for allocation of scarce natural gas supplies to the food distribution industry in the near future.

These energy initiatives, important as they are to our industry, have not received all of the attention they deserve because the Congress has had to deal with the whole energy question in the form of President Carter's beleaguered energy bill. We are deeply disappointed that the Administration has not supported the backhaul proposal. We hear a lot of rhetoric about energy conservation in Washington, but savings of 100 million gallons a year does not seem to be enough to stimulate action.

Credibility Gap

The unresponsive attitude we encountered when we approached the Carter Administration on backhaul may be symptomatic of a larger problem. Much has been said this year about the absence of business confidence in the economic policies of the new Administration. It is clear, at least, that very little confidence has developed on Wall Street.

Why? For one thing, a credibility gap seems to be growing. It is a gap between the promises of a campaign—and in the case of backhaul, the

presidential rhetoric of this year—and the substance of commitment to action. The more we think about why there is so little business confidence in the Administration, the more obvious the answer seems to be. Recent polls indicate that most people lack confidence in Mr. Carter's economic plans. He's persuaded most of the people that he's honest, but many of us still worry about the impact of what he might do next. Business is not alone.

We're still not sure what Mr. Carter plans for tax reform or if he plans anything in the way of national health insurance. Either of these proposals could have a deeply unsettling effect on the economy, not to mention the energy bill, minimum wage, Social Security, and other issues that have attracted attention this year.

The significance of this credibility gap is that without improved business confidence we cannot expect to see the business commitments to capital investment that we need to get the economy moving again. In our industry, this ties right back into productivity and the need to maintain a climate favorable for investment in equipment like computer-assisted checkouts.

We are confident that 1978 can be a very strong year for our industry. If the policy makers here in Washington take some steps to help rebuild business confidence, we can get the economy back on track. The best way to do that may be by not doing some of the things that make businessmen—and most of the rest of the people—very uneasy.

Food Prices

In closing, one word on the outlook for food prices in 1978. USDA has predicted food price increases in the range of 6 percent for 1978. We make no food price predictions at FMI, but we are very concerned about the impact of any increases on our customers.

Some people may call food price increases of 6 percent moderate. We do not agree. For a family trying to make ends meet on a tight budget—and our consumer research shows that more than a third of our customers are in that situation—an increase of 6 percent can cause very serious problems. We need support from our customers, our employees, the government and other opinion leaders for

programs that will help us hold the line on rising food costs. A food inflation rate of 6 percent is not moderate. It's totally unacceptable. It is a great concern for us in the business and to the customers we serve.

Sociological Upheaval

Mankind has just come through the greatest sociological upheaval in its history, and while other changes will continue to occur, none will ever match this, a panel of experts agreed at the Food Marketing Institute's mid-winter executive conference.

About the only area of major disagreement between the speakers was whether the upheaval started 15 or 30 years ago. Those who spoke of the upheaval were Margaret Mead, anthropologist and psychologist; Leo Cherne, executive director of the Research Institute of America, and Alan A. McLean, associate clinical professor of psychiatry at Cornell University Medical School.

As Mead summed it up, the generation that lived through World War II saw the world truly become one. There may be periods in the future when other worlds are explored or settled, possibly creating a gap between one generation and the next, but to date the gap between the pre- and post War II generations is the greatest experienced by humanity, she said.

A Changing Reality

Cherne said the nation still is in the throes of a changing reality, and he attributed the length of the transition to date as about 14 years. But beyond the duration of the change, there was little disagreement.

"Everyone is involved or affected, even those individuals who don't change," Cherne said.

Probably the greatest change of all has taken place in family patterns, he said. Those "institutions" whose walls have either crumbled or been moved are the woman's place in the home; the permanence of marriage; sexual fulfillment "now regarded as a civil right"; male-female roles in marriage as well as society, and sexual freedom for all—the rule rather than the exception now among a large selection of the American society.

Also the new cult of acceptable homosexuality; the role of TV ("it may have a greater influence on chil-

dren than the parent or the teacher"); career flexibility and values (leisure time becoming more important to many than job demands, resistance to transfers, overtime demands, etc.); open cohabitation; abortion becoming as commonplace as tonsilectomies, and teen-age birth control acceptability.

Even if the shifts in mores are not too widespread, the TV phenomenon has made the shifts appear more universal than they might be at first, and thus solidifies them.

Technological Factors

He attributed the acceleration of sociological changes to three major technological or scientific factors:

—The computer changed the nature and theory of work.

—Biological breakthroughs such as DNA and the genetic revolution, organ transplants, the ability to create life and "the pill."

—TV has become the nation's baby sitter. It governs what we see and how we see it.

He noted divorce had doubled in 25 years to 1975. The divorce rate now is one for every two marriages that are taking place. There are more single people living together than ever before in this nation.

The number of women entering the work force in the past four years was "astounding," he said. If not for them, we would be at full employment today, he said.

More people are living alone, he said.

The fear of hell has diminished tremendously, he added.

The erosion of institutions is a reflection of the eroded confidence in self, he said. He did not see a slight return of self confidence in the latest poll, but could not guess whether it was just a bump in the downward trend or the beginning of an upturn.

He summed up by saying the greatest change has been in the role of the family, with the women's revolution being the single biggest factor.

Family is Sturdy

Mead noted that the family is still the sturdiest of our institutions, but said the community is the more basic unit to society than the family.

Not all the shifts in living patterns are new, she said. The trend to

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Sociological Upheaval

(Continued from page 5)

"swinging" is merely doing what the Eskimos have been doing for 10,000 years.

Food and housing influence the family more than any other factors in society, she said.

However, family patterns have changed. Mead said the family unit had absorbed many shocks in the 1930s which have led to changes in what family life is like today.

Among moderating influences on the family in the past that have disappeared, she said, was the separation of old people from the basic family.

However, many of the changes in the patterns were cyclical and subject to eventual return, she said.

McLean spoke of the interrelationship of the family and employment, and of the stress situation and its interface with the new family patterns.

Environment Key To Motivation

When Stewart B. Leavitt was working at a health care center his boss regularly would call him into an office and literally scream out the things Leavitt was doing wrong.

"One day, I asked him, 'Hey, wait a minute, can't you tell me some of the things I do right?' He said, 'When I give you your paycheck I let you know you're doing enough things right.'"

Today Leavitt is devoting his time to teaching managers to motivate workers another way besides the old carrot and stick theories advanced by many collegiate motivation experts.

The problem behind most motivation theory is that it came from university professors who never have had to meet a payroll themselves, Leavitt said. They look at people as animals who can be motivated with material rewards or punishments, Leavitt said.

"The first thing I say is you can't lay motivation on someone like a cloak," he said. What managers must do instead is create a work environment that allows people to motivate themselves to work," he said.

Some theorists speak of people not being motivated to work. Leavitt sees fear of rejection and failure as the

prime motivators behind people's refusal to tackle new jobs or projects.

"The problem is most of us want to remain comfortable at what we're doing," he said.

The fear of failure or rejection makes workers uncomfortable, he said. Managers must recognize these fears and try to allay them rather than trying to bully their workers into performing, he said.

"We find people with MBAs who don't know how to work with people. We believe it's not technical competence that makes a person a success, it's their ability to work with other people," Leavitt said.

He and three associates conduct motivation seminars ranging from 90 minutes to two days for managers.

T.E.A.M. Opportunity

The theory revolves around the concept of "T.E.A.M. Opportunity."

"The T stands for target or goals. People have to know what's going on," Leavitt said.

Managers should make goals clear at the start of a project. They should also clarify what the workers' expectations are regarding pay and the volume of work.

Managers also must decide if people have the ability to perform the tasks assigned. Assigning a task to someone lacking the ability to complete it is inviting failure. That motivates that worker to dodge the job, Leavitt said.

The M represents motivation. Managers should ask if workers want to do an assigned task, Leavitt said. If not, why? What fears are holding them back? If a manager can determine that, he may be able to overcome the person's reluctance to work.

Opportunity is the key to the theory, Leavitt said. Workers must be provided the opportunity to accomplish the assigned task.

"Does he really have what he needs available to him to do it," managers should ask in assigning work, Leavitt said.

Some managers purposely give unclear instructions so a worker will not be able to accomplish a task without seeking the manager's help, Leavitt said.

Such action makes the manager feel important, but only motivates the worker to avoid working for that manager, he said.

The major task confronting the manager is overcoming workers' fears of failure by making it clear they will not be chastised for failure, Leavitt said.

"If you can create an environment in which people can grow, can take risk without the threat over their head that if they try and fail they're losers," worker moral will improve and so will productivity, Leavitt said.

Changing Behavior

Three rules for changing behavior that Dr. David Thompson of Medina & Thompson, Inc. offers trainers are:

1. Be cheerful—it reinforces positive treatment and punishes negative treatment;
2. Look for repetition in behavior when you're assessing people;
3. Associate with people who find self-confidence reinforcing, if you wish to succeed in your business career.

Two cautions he offers are: one, stimuli and reinforcement, repeated in a predictable pattern, lose their impact; and two, never use the words, "but" and "however" in positive reinforcement. If you offer praise, don't qualify it.

In order to change behavior, trainers must understand and easily recognize the kinds of behavior patterns people exhibit. Behavior patterns begin to take shape during the first few weeks of life, and the "behavioral style" that develops influences how that person listens, feels, talks, acts, and learns. We demonstrate our own awareness of an individual's "motivational style" when we observe "he tends to . . ." And we demonstrate our behavior styles in the role we assume as friend, spouse, parent, employee, and leader/follower.

Changing Managerial Behavior

Trainers who are aware of the process are better equipped for "Changing Managerial Behavior," the title of Dr. Gerald Bell's address. Bell is professor of Organizational Behavior at the University of North Carolina. He profiles seven behavioral styles found in management today:

The Achiever: self-confident, high esteem, warm, natural, and spontaneous. Achievers are found to be genuine, creative, and open to feedback.

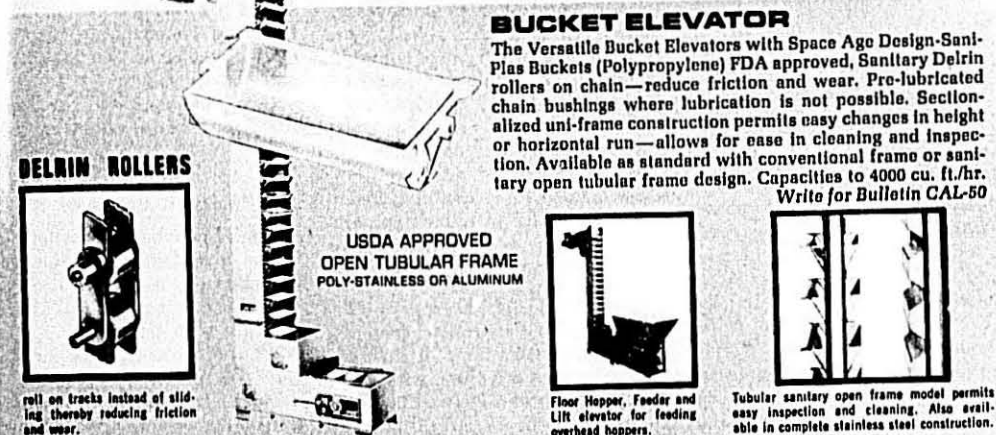
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THE MACARONI JOURNAL

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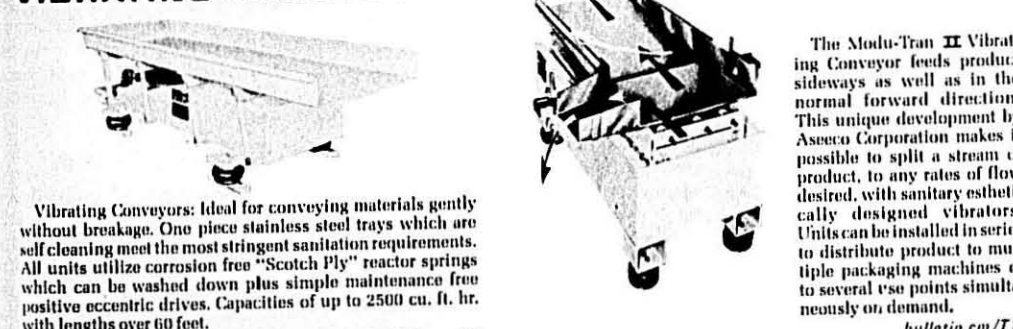
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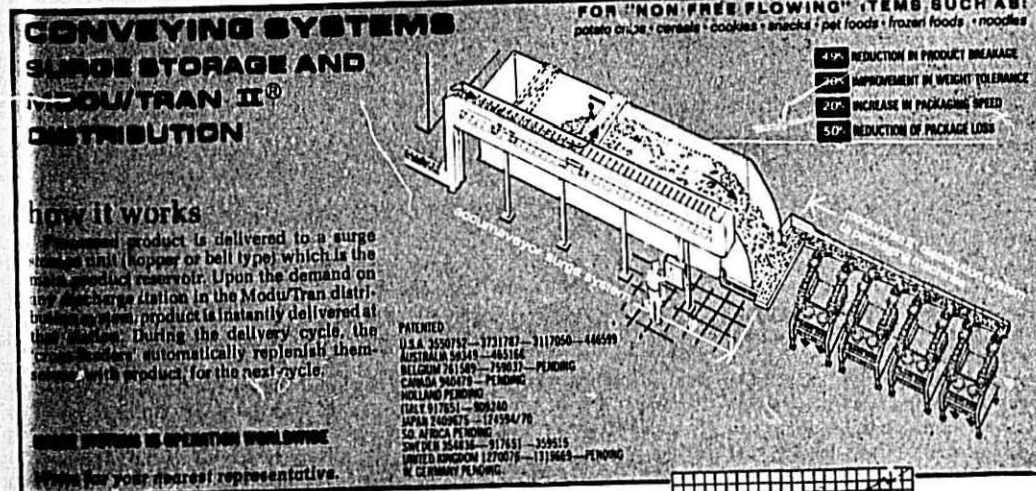
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Changing Behavior

(Continued from page 8)

back. (About 15 percent of the population).

Performer: risk taker, seeks variety, a show-off who needs recognition and prestige. (30 to 35 percent).

Avoider: risk avoider, wants stable routine, seeks safety and predictable situations. (12 to 13 percent).

Attacker: hard, defiant, hostile, and rebellious; loves to argue and debate. Is sarcastic, cynical, and negative. Never admits errors. (10 to 12 percent).

Pleaser: needs the goodwill and approval of others; has a craving to be on the go. (16 to 18 percent).

Commander: needs to dominate, wants an orderly systematic life in every detail. A military type who wants everything buttoned down. (16 to 18 percent).

Blender: messy, disorganized, hates facts, details; has multiple goals and no discipline. Doesn't like to complete projects and enjoys not fitting in. (8 to 10 percent).

In dealing with a behavioral style other than the achiever, Bell counsels a twofold approach. Accept the person and create a feeling of trust. Encourage that person to engage in and enjoy the behavior pattern of his opposite personality style. A "pleaser" might benefit from assuming attributes of the "attacker." "Performers" might improve from some "avoiding." A "Commander" is easier to live and work with if he can adopt some "blender" qualities.

Achievers are the ideal, Bell says, because they have self-confidence and self-reliance. Self-reliant people have no need to maintain or support their egos.

Value Systems

Unless you can create a "significant emotional event," don't waste time trying to change the values of your trainees. "Gut-level" values (at least 90 percent) are programmed into the young by the age of 10, and those values affect how people "feel" about the world and their roles in it, no matter how intensive the training you offer. Dr. Morris Massey delivers that message in one of the liveliest, most engrossing presentations.

The dynamic associate dean of undergraduate studies at the University of Colorado College of Business cata-

logues the values of five generations that trainers in the audience have to contend with.

Until World War I, Massey says, values and life-styles changed almost imperceptibly from generation to generation. The post-war years, the "Roaring Twenties," heralded more change than the preceding 300. Each succeeding decade affected the young in similar fashion. Here's how Massey lists the values of different age levels found in today's corporations, affecting and affected by the training department:

Sixty-year-olds: These are the power elite, the controllers who got their values during the 20's. Very patriotic. Families are close, with wives and mothers as housewives only. Jobs are important; being part of the work force is a valued privilege.

Fifty-year-olds: Remember the Depression. Money is important, and they are very security-conscious.

Forty-year-olds: Saw the beginning of the family decay we are experiencing. Today, for example, the average American family sits together for a meal just three times a week. This age group's values were set while America mobilized for World War II, when women left home for jobs, and everyone looked for "new ways" to do things.

Thirty-year-olds: Were value programmed during the 50's, the start of modern affluence for everyone. Their parents, products of the Depression, were determined children would "have everything I didn't have." With no discipline, permissive education, and complete freedom from want, today's young adults are light years away from their work-oriented parents—and from their trainers.

Twenty-year-olds: Anyone born since the mid-50's, Massey says, has been "electronically injected with values." During their formative years, our youth are "financially supported and emotionally abandoned" to the television set, he charges.

What does this mean to trainers? Children, Massey says, are not programmed to accept responsibility. Demands for instant gratification and instant solutions to complex problems have replaced concern for responsibility.

Don't try to motivate with money. People who have never been hungry or insecure aren't turned on by dollars. Look for personal motivations. Learn to communicate emotionally. Only "significant emotional events" will change values. Don't judge "right" or "wrong." Each generation's values are valid.

The Good Italians of KC

Sarah Neely has an excellent article in the November issue of the monthly magazine, Kansas City. It is called "The Good Italians of KC." Here are excerpts, with permission:

Who are the Italians in Kansas City? What do they do?

There are 40,000 Americans of Italian descent scattered throughout the Metro area, approximately 400 of them remain citizens of their native Italy. Some 30 to 40 new immigrants arrive every year. Most of them are professional people, drawn to the universities in the area, relatives of people already here, or brides of American servicemen.

First Came in 1850's

Job opportunities in railroad construction and the packing houses drew the first Italians to this area in the 1850's. They settled with immigrants from other countries in the area just east of the City Market. One by one, the rest moved on to different parts of the city, but the Italians and their descendants have stayed. Today the area between the A.S.B. and Paseo bridge approaches, from 70 north to the 3rd Street Trafficway is called Columbus Park.

By the early 1930's, the old neighborhood was becoming crowded, and the more affluent families began moving to the Northeast section of the city. That area, too, is still predominantly Italian.

Religion Important

Religion has always been important to these new Americans. In 1890 the Italian population was large enough that the first Scalibrinian priest was sent to establish a ministry for them. Holy Rosary Church at Missouri Ave. and Campbell St. is the oldest Italian parish still active in the United States. Due to the population shifts, the Irish parish at St. John the Baptist was

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WAKE UP You are part of a changing Pasta World

The United States consumes less pasta per person than any other country in Europe from which figures are available. (Italy, of course, leads the world in pasta consumption per person.)

The BIG GIANTS of food production and food marketing know this fact and appreciate the potential. That is part of the reason "they" have bought and are buying pasta plants formerly owned by enterprising families. Another motivation is . . . with rising food prices and inflation "they" realize that housewives seek a means of setting a nutritious meal upon the table for less than the cost of other foods. Pasta is an answer . . . and it lends itself to variation, a demand of the American palate and public.

"They" are convinced that by aggressive marketing and merchandising they can expand the market and additionally cut into the sales of less zealous pasta producers.

Time is urgent. Before there are inroads in your market . . . look to your package. Is it alive? Does it sell? Does it provide the information the housewife wants? Or does it simply stand sleeping on a shelf?

How about your marketing methods? Are they a step ahead of tomorrow? We can help you with your sales, your packaging. We have helped many others. It costs nothing to discuss the matter with us. We urge you to get in touch with us at once!

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The Good Italians of KC

(Continued from page 10)

given to Italians in 1943. Both parishes operated their own schools until declining enrollment forced Holy Rosary to close and bus its children to St. John's at Independence Ave. and Brooklyn in 1969.

The majority of Italian families in the city were Catholic, but in 1918 Dr. J. B. Bisceglia assumed responsibility for the Italian mission work being done by the Central Presbyterian Church. He arrived with a week-old divinity degree and, he says, the prayer "God, if it is Thy will, make this my one parsonage."

It must have been agreeable to all concerned, because Dr. Bisceglia is still here. Now "retired," he addresses the congregation of the Christ Presbyterian Church he founded at Independence Avenue and Wabash in Italian every Sunday evening. He also finds time to be volunteer director of the Northeast Community Center, professor of Italian at UMKC, writer and editor of *The Messenger*. He started the monthly publication as *Il Messaggero*—written in Italian—in 1925. Now mostly English, there is still a story or a page in each issue done in his native tongue.

While Dr. Bisceglia was realizing his dream of the Northeast Community Center with its free clinics, day nursery, assistance to the needy, and recreation programs for young and old, leaders in Columbus Park sought the same for their neighborhood.

Don Bosco Community Center

Don Bosco Community Center was started in 1940 facing Holy Rosary Church at Missouri and Campbell. Built entirely by volunteer labor, it took a year to complete and only cost \$25,000. Alex Nigro, Kansas State U.'s first four letter athlete who had already played professional baseball, left his job at Merchants' Bank to direct the fledgling program. He worked with youth in the neighborhood and with Ban Johnson League baseball and Boy Scouts 36 years, retiring last year. Men who grew up under his influence say he alone was responsible for keeping many of his young people away from trouble and molding them into successful, respected adults. The Kansas City chapter of UNICO, national service organization, chose him as its 1977

"Citizen of the Year" and said, "Hundreds of families sought solace and found Alex a tower of strength in their time of need."

Demolition in Columbus Park, first for the freeway system and later by Urban Renewal, displaced many homes and businesses. The suburbs beckoned, too, and Italian families left the old neighborhoods.

Last Migrants

The last Italians to migrate here as a group came in 1951. They were displaced persons from the peninsula of Istria, near Trieste on the Adriatic coast. Their homeland was partitioned to Yugoslavia when the map of Europe was re-drawn in settlement of World War II. Thousands fled, and were resettled over the world in much the same way the Vietnamese refugees recently found homes. Holy Rosary Church sponsored 16 families who maintain close ties, gathering frequently to "practice our Italian" or celebrate special events.

Community Image

Listing Italians who make constructive contributions to the city is difficult. There are so many, no one account could do justice to them all. As Marion Trozzolo, publisher of Kansas City's newest newspaper, *The Ethnic American*, says, "The Italians in Kansas City are prominent in their own area of interest almost to the same degree. You can't mention some of them without hurting someone else."

Trozzolo, who is president of the Home for the Italian Aged and the Naturalization Council, knows more than he cares to about being hurt. He is the community development expert who conceived the idea of revitalizing the city's oldest business district as a center for specialty shops and restaurants—the ill-fated River Quay. Violence in, and allegedly associated with, the Quay follows years of accusatory reporting which has given law abiding members of the Italian community great pain. No one wants to discuss the guilt or innocence of specific people . . . it's all been said, and too much said, before, they say.

"Basically," says Trozzolo, "We're talking about trust. A man's good name . . . the Italian name-image in our community is tarnished. Once you've been accused of being dishonest or not trustworthy, you can

work the rest of your life trying to disprove that, and the people who heard it first will always have that doubt in their memory."

DiCapo is more optimistic. "I think people realize . . . I don't think you're classed like you used to be. I don't think people think just because you're Italian you're a crook. They know how you live and how you don't live. I think in time it's going to completely heal itself."

He offers this summary of Kansas City's Americans of Italian extraction. "We all do the best we can . . . everyone does . . . and hope things turn out all right. That's all any of us can do."

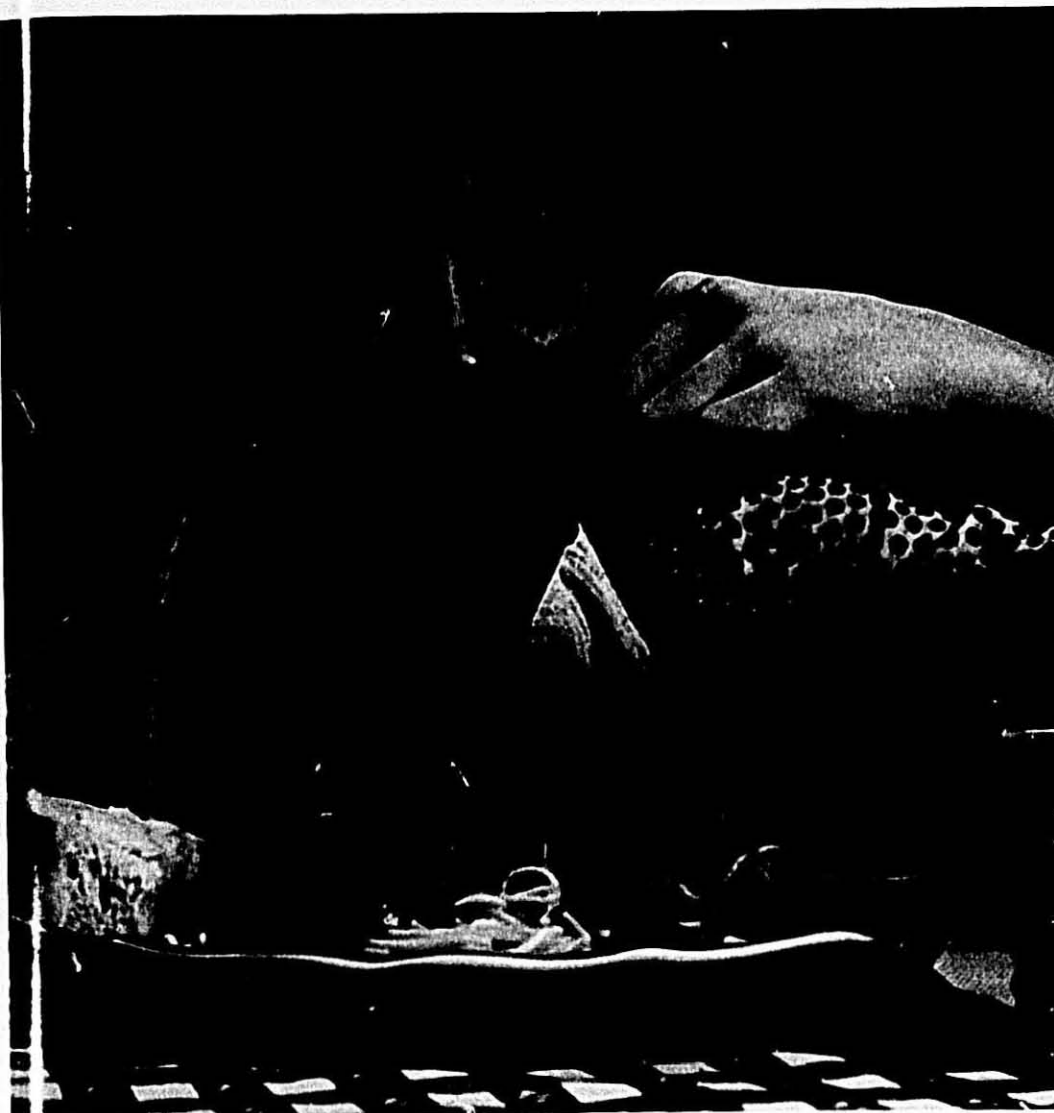
"The average Italian person that you know and I know . . . they're honest, law-abiding, hard-working, religious people. There isn't an Italian person that I know who doesn't work like hell at any job he has."

Footnote: Not mentioned in the story but among the pioneers in Kansas City were Rocco Sarli, father of Ralph Sarli of American Beauty Macaroni Company, and Peter F. Vagnino, partners in the Kansas City Importing Company on Campbell Street. Established in 1912, they supplied tomato products, olive oil and pasta to the Italian community. They manufactured macaroni. In 1915, while acquiring the Denver Macaroni & Noodle Company they acquired the American Beauty name which became the name of their company. In 1938 Mr. Vagnino married the widowed mother of Ralph Sarli, and upon Mr. Vagnino's retirement, Mr. Sarli became president of American Beauty Macaroni Company.

President at Mrs. Grass

John M. Reynolds, Chairman of the Board of Mrs. Grass, Inc., Bellwood, Illinois, has announced the appointment of James B. Dillingham as President of the company.

Mr. Dillingham was with General Foods for sixteen years in sales and product management. Subsequently, he was vice-president for marketing of Squibb Products and vice-president, general manager of the Squibb-Beech Nut Foods Division. Most recently, Mr. Dillingham was senior vice-president for sales and marketing for the STP Corporation.



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Government Actions Threaten Free Enterprise

"While not all we would desire, we can say that the status of the economy and at least the demand dimension of (the paper) industry are good, and continued slow improvement is likely," according to T. Marshall Hahn, President of Georgia-Pacific Corporation.

Hahn outlined the industry's general trends in his presentation to the Annual Meeting of the Fibre Box Association.

"While the industry faces problems of over-capacity on a short-term basis," he said, "we must be concerned about the anticipated slow growth in productive capacity because of the problems of environmental requirements, site availability, adequacy of fibre supplies, and return on investment."

Government Meddling

Hahn's major theme in discussing the industry's outlook centered on the increasing and unnecessary government intervention in the free enterprise system.

"The latest gimmick the federal government has dreamed up to meddle further into the affairs of the industry," according to Hahn, is a proposed tax of \$30 per ton on pulp produced from virgin fiber, and related taxes on containers and other packaging produced from virgin fiber. These proposals, he noted "seek to encourage utilization of more secondary fiber in both primary and converted product manufacturing."

"Such arbitrary, punitive methods, which fail to consider the facts and which overlook the excellent progress the industry is making in maximizing the utilization of solid waste in recycling, must be opposed," Hahn said. The taxes, he summarized, add to industry and consumer costs, fail to recognize that many products must be made from virgin material, and ignore the massive dislocations which would result.

Hahn also reviewed the cost of complying with environmental requirements as a major factor in the alarming increase in the cost of new industry capacity.

"Our industry has already spent over \$3-billion in complying with 1977 water quality standards," he noted. Compliance with 1983 standards, im-

proving removal of pollutants by 3 percent, "will require additional capital expenditures in excess of \$7-billion, raising real questions about both cost benefit ratios and capital formation," Hahn said.

Energy Issue

Turning to the complex energy issue, Hahn noted that the paper and allied products industry is the fifth largest consumer of purchased energy among manufacturing industries, and the largest consumer of fuel oil.

On the other hand, he added, "almost half of the paper industry's energy comes from non-fossil fuels—from its own process wastes." And the progress achieved in reducing unit consumption of fossil fuels and purchased energy has been impressive, according to Hahn.

"The energy program proposed by the Federal administration fails to recognize that we can best deal with the energy problem through free market forces rather than by government regulation and taxes," Hahn charged. "Free market forces will encourage both energy conservation and energy supply," he added, but "instead, the administration has proposed a self-defeating hodgepodge of energy measures, social reform, and income redistribution."

How Good Does It Get?

Relating back to business and economic conditions, Hahn asked the rhetorical question, "Is this as good as it gets?" The answer, he concluded, "will be determined by the level of success we achieve in helping to maintain the free enterprise system."

"I must confess to a real sense of alarm about the growing encroachment of government into almost every aspect of our economic system and our individual lives," Hahn said. "We must ask in simple, common sense terms whether people really believe politicians rather than private producers and consumers should make the millions of decisions about what goods should be produced, how, and by whom. Government's efforts to supply people's daily needs have been notoriously unsuccessful and costly."

Beyond active involvement in keeping government within realistic boundaries, Hahn said that "our own performance as a part of the free enterprise system will be a major factor in

determining whether or not this system survives.

"Too many business enterprises attempt to be all things to all people," he said. "By identifying what you do best and then doing it better than anyone else, rather than trying to do all things to all people and not doing well at any, you increase your own success, that of your company, and, as a result, the strength of the free enterprise system."

Besides Earning a Profit

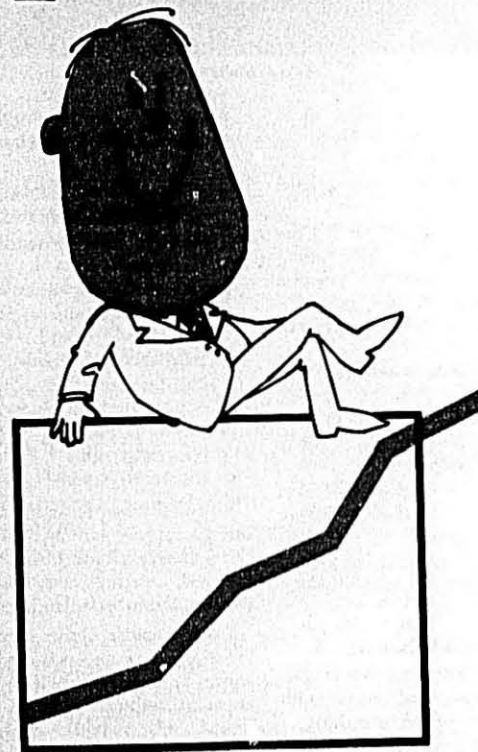
An essay written by Norwood P. Dixon, a former partner in Ernst & Ernst and now a member of the faculty of Texas Christian University, points out some of the things business firms do besides earn a reasonable profit.

- Pay dividends which benefit, directly or indirectly, nearly every American.
- Provide more than 90 million jobs.
- Pay all of the unemployment taxes.
- Pay one half of all Social Security taxes.
- Pay all of the workers' compensation insurance.
- Contribute more than \$1 billion annually to worthwhile charitable and educational causes.
- Provide retirement income to millions of Americans.
- Provide various fringe benefits to employees, such as life and health insurance, paid vacations, recreation facilities, scholarships for employees' children, health facilities, etc.
- Spend billions of dollars on research, developing products to enhance the health and enjoyment of the American citizen.
- Pay income taxes to help finance the government and its many welfare programs.
- Encourage executives and employees to devote millions upon millions of company-time hours annually in volunteer work for charitable, health, educational, arts, and many other such organizations.

A Word to the Wise

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Hot Casseroles for Hot Profits

"Hot Casseroles for Hot Profits" was a photo feature in Fast Service magazine with the lead-in: "Versatile, easy-to-use pasta products which come in over 150 different shapes and sizes, can be really profitable when teamed creatively with other inexpensive food items."

"Macaroni a la Marine" is a tempting pasta and flaked fish combo laced with chopped sweet pickles (for crunch) and your favorite tomato sauce. Elbow macaroni, one of the most popular pasta items in the country can be mixed with a wide variety of other foods including cheese, ground or chopped beef, shell fish, mixed vegetables, and convenience sauces to create dozens of low labor, high profit hot casseroles.

"Shells and Bows" is another eye and palate pleasing casserole. Bow tie macaroni and tiny shells are combined with carrot coins and green beans in a thin white sauce for a tasty entree that offers a pleasing array of tastes and textures. Mix'n'match pasta shapes can make any casserole different and exciting to your customers. Try elbows and shells, or fusilli and linguini, or egg noodles and egg alphabets. Give your casseroles names that catch the imagination of your customers, i.e., for linguini and fusilli, "Straight and curly."

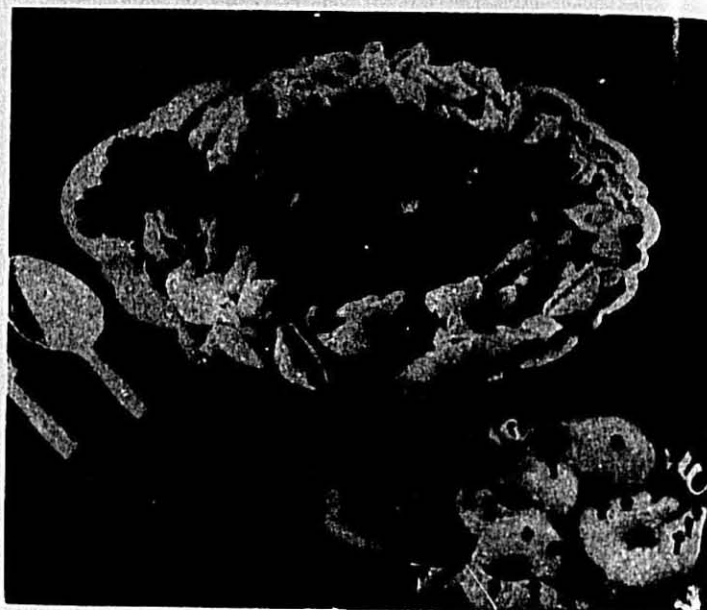
"Spinach Pesto a la Fettucine" uses a combination of frozen spinach (instead of the more expensive basil) salad oil, spices and peanuts—an interesting and flavorful twist. When served with fettucine, cooked al dente of course, you have an exciting menu item with a real Italian accent.

"Jumbo Shell Casserole" gives the fast food operator an inexpensive way to use giant shells, one of the most rapidly growing types of pasta in the country. Jumbo shells are usually served stuffed. In this recipe, however, meat sauce, spiked with cheese and stuffed green olives, melts down into the openings of the shells creating a "lasagna-type" casserole which the patrons are sure to enjoy.

To insure perfect pasta every time, follow these simple tips:

Cooking

- Use one gallon of water and 2 tablespoons of salt for every pound of pasta you cook.



Baked Shells

- Add ½ tablespoon of salad oil to each gallon of water to keep the liquid from boiling over.
- Make sure the water is boiling hard before adding pasta.
- Add the pasta gradually, so that the water continues to boil. The boiling water helps circulate the product for uniform cooking results.
- Stir occasionally to help prevent sticking.
- Always cook pasta uncovered at a fast boil.
- Pasta is "done" when tender, but firm. (Al dente—"to the tooth"). Do Not Overcook.
- If pasta is to be used as part of a dish requiring further cooking, undercook slightly.
- Drain pasta to stop cooking action. Do not rinse unless recipe specifically says to do so.

Storage and Reheating

- If product is not to be served immediately, drain and cover with cold water. Stir to aid in cooling.
- When pasta is cold, drain off water and toss lightly with a little salad oil. This will keep pasta from sticking and drying out. Cover tightly and store.
- To reheat, put pasta in a colander and immerse in rapidly boiling

water just long enough to heat through. Do Not Continue to Cook.

Spinach Pesto (Makes 24 servings)

- 3 pounds fettucine noodles
- ½ cup salt
- 3 gallons boiling water
- 3 packages (8 ounces) frozen spinach
- 1½ cups salad oil
- ¾ cup peanuts
- 1½ cups grated parmesan cheese
- 3 cloves garlic
- 1½ teaspoons salt
- ¼ teaspoon pepper

Gradually add fettucine and ½ cup salt to rapidly boiling water so that the water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Cook spinach. Drain. Reserve cooking liquid. If necessary add enough water to cooking liquid to make 1½ cups. Combine spinach, reserved liquid, oil, peanuts, cheese, garlic, 1½ teaspoons salt and pepper in electric blender container; blend until smooth.

Combine spinach sauce and fettucine; divide into 24 casseroles. Reheat in microwave oven before serving.

Pasta mixed with Vegetables (Makes 24 servings)

- 1½ pounds macaroni shells
- 1½ pounds bow ties
- ½ cup salt
- 3 gallons boiling water
- 30 ounces frozen carrot slices
- 27 ounces frozen cut green beans
- 3 cups chopped onions
- ½ cup butter or margarine, melted
- 6 tablespoons flour
- 1½ teaspoons fine herbs
- salt & pepper to taste
- 3 cups shredded cheese
- 1½ quarts thin white sauce
- 3 cups shredded cheddar cheese (for topping)

Gradually add shells, bow ties and ½ cup salt to rapidly boiling water so that water continues to boil. Cook uncovered stirring occasionally, until tender. Drain in colander.

Cook carrots and green beans according to directions on package. Drain, reserving 4½ cups liquid. Sauté onions in butter until soft; blend in flour. Stir in reserved liquid, fine herbs, salt and pepper. Cook, stirring constantly, until mixture thickens and boils. Stir in 3 cups cheese until melted; add white sauce and vegetables.

Combine macaroni and cheese and vegetable mixture. Divide into 24 individual casseroles. Sprinkle with remaining 3 cups cheese. Heat in microwave oven until hot.

Baked Shells (Makes 24 servings)

- 1½ pounds jumbo macaroni shells
- 3 tablespoons salt
- 1½ gallons boiling water
- 5 quarts Italian meat sauce
- 1 quart chopped pimiento-stuffed green olives
- 1½ quarts shredded mozzarella cheese
- 1½ quarts grated parmesan cheese

Gradually add shells and salt to rapidly boiling water so water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Combine sauce and olives. Pour ½ cup sauce in each of 24 individual casseroles. Add 4 shells; cover with additional ½ cup sauce. Sprinkle with ¼ cup Mozzarella cheese, top with ½ cup sauce and 1 tablespoon Parmesan cheese. Heat in oven or microwave until hot.

Macaroni-Fish Casserole (Makes 24 servings)

- 1½ pounds elbow macaroni
- 3 tablespoons salt
- 1½ gallons boiling water
- 2¼ quarts (3 lbs. 6 ounces) flaked cooked fish
- 3 quarts spanish style tomato sauce
- 2 cups chopped sweet pickles

Gradually add macaroni and salt to rapidly boiling water so that the water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Combine macaroni, fish, sauce, and pickles. Divide into 24 individual casseroles. Reheat in microwave oven. Garnish with pickle fan.

Foodservice Forecast

Based on research by Malcolm M. Knapp, Inc., the National Restaurant Association issued a forecast of favorable "but not recordbreaking" growth in 1978. Eating places, which account for 58% of foodservice sales, are expected to post an 11% gain in 1977 and 10% in 1978. Menu prices should moderate slightly in 1978 to 7% from 1977's 7.5% increase. The rate of real growth in eating places is likely to slow from about 3.5% in 1977 to around 3% in 1978. Limited menu restaurants, which include most fast food units, are expected to record a 12.1% sales increase in 1978, well above the industry average. Foodservice industry sales are projected to total \$93.7-billion in 1978, up 9.1% from 1977's sales of \$85.9-billion. Sales of the commercial feeding group should reach \$78.9-billion in 1978 for an increase of 9.5% over 1977. The institutional feeding group is expected to record 1978 sales of \$14.1-billion, a 6.9% rise from this year. Foodservice sales are likely to increase most rapidly for foodservice contractors in hospitals and nursing homes; recreation centers and community centers. (The latter segment includes elderly feeding, a rapidly growing market.)

The Great International Noodle Experience

"The Great International Noodle Experience," written by Karen Green and published by Atheneum at \$10.95, is lauded for first class research by columnist James Beard.

He says: "In the Italian section, she gives a recipe for Hot Linguine Salad, a combination of marinated cold vegetables and hot pasta. There are a number of these so-called hot salads in Italy, and the contrast of hot and cold, smooth and crunchy is highly intriguing to the palate."

"I do find fault with some of the American recipes. I am not of the canned mushroom soup school, and I feel Karen oversteps the bounds a bit in that respect, but for the most part her recipes are excellent and she gives useful definitions of the types of noodles and pasta found throughout the culinary world."

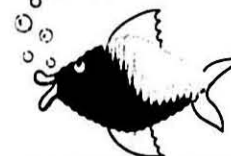
Spaghetti a la Carbonara

Red Cross Spaghetti offers this recipe in current advertising:
16 oz. Spaghetti
¾ lb. smoked ham, cut in strips
2 tablespoons olive oil
4 eggs, beaten
freshly ground black pepper
grated Parmesan cheese
¼ cup hot water

While spaghetti is cooking sauté ham in hot oil in skillet until browned. After spaghetti is cooked, drain in colander. Then put back into the skillet. Remove skillet from heat. Add eggs, cheese and hot water to hot spaghetti, stirring rapidly with fork to mix well and cook eggs. Sprinkle with pepper. Serves six to eight.

Note: one-half pound bacon, diced, may be substituted for ham, but eliminate oil.

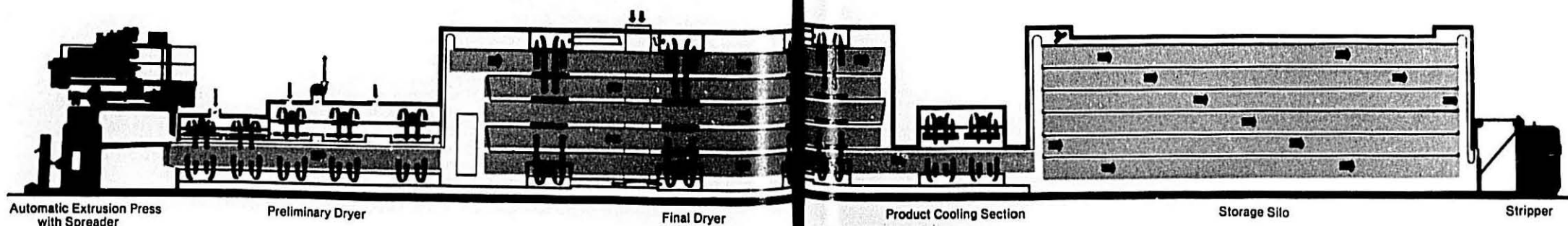
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The Resident (Resident Intern) who works in hospital emergency wards is at the beginning stages of a long and demanding medical career. He's just finished 4 years of college and 4 years of medical school. The average age of the Resident is 27.

As a Resident he'll work at least one year and up to four years gain experience through on the job training. He'll work through weeks and holidays. He'll discover that time is a precious commodity. Once he has gained the experience he needs he'll most likely join a group of doctors in a combined practice.

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He's a Resident (Resident Intern) in a hospital emergency ward. He's been working non-stop since coming on duty just before the dinner hour. A steady rain has made driving hazardous, and there's been more than the usual number of accident victims coming into the emergency ward.

He's tired and he's hungry. As usual, there won't be time to take a leisurely supper break in the hospital cafeteria. He'll follow his normal routine of having macaroni sent in from the kitchen. He likes its taste, and macaroni provides him with the energy he needs to keep the pace.

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It was "Down on the Farm" for attendees at the annual sales meeting of San Giorgio Macaroni, Inc., held on January 20, 1978 at the Hershey Motor Lodge. The theme of the meeting was consistent with San Giorgio's 1978 advertising campaign, "The Spaghetti Farm". Shown are Joseph P. Viviano, president of San Giorgio, and former Davey Jimison, chairman of the annual meeting and New York District Sales Manager. The San Giorgio Macaroni Company is located in Lebanon, PA.



Man of the Year—Russell Garr, Staunton, VA, was named 1977 Salesman of the Year of San Giorgio Macaroni, Inc.'s annual sales meeting held at the Hershey Motor Lodge on January 20, 1978. Garr is the first recipient of the newly created Jerome V. Guerrisi Award. Guerrisi, in whose memory the award has been named, was a vice-president of San Giorgio and a son of the company's founder. (From left) Joseph P. Viviano, president; Garr, shown holding the award, and John Schultz, field sales manager. The San Giorgio Macaroni Company is located in Lebanon, PA.

San Giorgio Promotions

Two management promotions have been announced by San Giorgio Macaroni, Inc., a subsidiary of Hershey Foods Corporation.

Tom O'Reilly, who was manager of San Giorgio's Delaware Valley sales district, has been named field sales manager for the company's Delmonico Foods division in Louisville; and James Patton, who was district manager for Central Pennsylvania, Scranton/Wilkes-Barre and Altoona-Johnstown, has been named to succeed O'Reilly as Delaware Valley district sales manager. The promotions, announced by John Schultz, San Giorgio field sales manager, are effective immediately.

O'Reilly, who joined San Giorgio in February 1977, formerly was associated with Pet Milk, Ralston Purina and Doffo Cheese. Patton, a San Giorgio employee since January 1969, had previously served in the company's Allentown/Bethlehem and Richmond / Roanoke / Shenandoah Valley sales districts.

Lancia-Bravo Promotions

John D. Herrick, Chairman of the Board, General Mills Canadian Operations, has announced that he is assuming general managerial responsibilities at Lancia-Bravo, Toronto.

A. M. Mike Aymong has been appointed to the new post of Senior

Vice President—Corporate Affairs, and will be responsible for the Corporate Treasurer's function. The treasurer is W. F. O'Rourke, Vice President.

Glen F. Gratton has been appointed to Vice President-Marketing, Lancia-Bravo Division. He had been Grocery Products Marketing Manager, Cereals and Dinners.

Concurrently, Barry W. Stranks, presently Marketing Manager, Lancia-Bravo Division, is appointed Assistant to the General Manager.

Chairman of Crop Quality Council

Earl N. Sonnesyn, vice-president and general manager of the U.S. grain



John D. Herrick

division of International Multifoods Corp., Minneapolis, has been elected chairman of the board of directors of the Crop Quality Council.

Mr. Sonnesyn succeeds H. D. (Joe) Hale, president of ADM Milling Co., Shawnee Mission, Kas., who continues as a director. Mr. Sonnesyn will serve a two-year term as council chairman.

Melvin H. Middents, vice-president, Commodity Marketing Division, Cargill, Inc., Minneapolis, was elected vice-chairman, and John M. Selover, vice-president, Northwestern Bank of Minneapolis, was elected treasurer.

Newly-elected to the 13-member board of directors were William V. Hay, vice-president and general manager, flour milling operations, Pillsbury Co., Minneapolis; E. Robert Kern, vice-president, operations, Industrial Foods, Peavey Company, Minneapolis, and H. B. Stoker, president, Atwood-Larson Co., Minneapolis.

General Mills' Plans

General Mills Inc. hopes to grow by finding products with an edge consumers can recognize, and then promoting them heavily.

In foods, for example, the company's share of the retail processed fish market has jumped by more than half to the 20% range since the Cor-

ton division introduced batter-fried frozen fish sticks two years ago. Now the battered-fried line is being expanded to eight items from four.

The same growth strategy applies to the four areas of General Mills' business, E. Robert Kinney, chairman and chief executive officer, and H. Brewster Atwater Jr., president and chief operating officer, said. Those areas are restaurants, toys and crafts, fashion and specialty retailing.

For the year ending next May, General Mills' strategy is producing earnings growth consistent with that of the last five years, Mr. Kinney said. During that period, General Mills' per-share earnings increased at a compound annual rate of 15%.

Selling Specialty Chemicals

General Mills expects to report a \$5 million gain in the second quarter ending Nov. 27 from the sale of its specialty-chemicals business. Even without that, Mr. Kinney said, "we expect the second quarter to beat last year's record second quarter. We're continuing the progress of the first quarter."

In the first quarter ended Aug. 28, General Mills' operating earnings rose 18.8% from a year earlier to \$37.5 million, or 75 cents a share, on sales of \$764.2 million; the chemicals-business sale added another \$1.8 million. In the year-earlier second quarter, the company reported net income of \$40 million, or 80 cents a share, on sales of \$828 million.

High on the list of current projects, the executives said, is reinvesting the \$5 million in cash and a note brought by the recent sales of the specialty-chemicals business. The reinvesting process, expected to be completed in fiscal 1979, already is under way; the recent purchase of Ship 'N Shore Inc., a maker of women's shirts and blouses, is one example, and the right to make "Star Wars" toys, won by General Mills' Kenner Products unit, is another.

No Rush

But General Mills won't be rushed into acquisitions or new products, the executives said. "We're putting out a few "Star Wars" items like jigsaw puzzles that we can do sensibly now, but most of the line won't come out till 1978," Mr. Kinney said. "We'd rather take our time and get it right."

Likewise, General Mills hasn't got

a hard timetable for expanding its restaurant operations, the executive said. The company owns Red Lobster Inns and the York Steak House chain, and is experimenting with a new coffee shop and a beef-and-seafood self-service restaurant. A third chain could come through an acquisition, they said, adding that General Mills isn't a party to any of the recently publicized talks with Sambo's Restaurants Inc.

"We've plenty of growth opportunities with our existing restaurants," Mr. Atwater said. General Mills will have 229 Red Lobster Inns and 57 York Steak Houses operating by the end of November and plans call for 240 and 68, respectively, at the end of fiscal 1978.

In the specialty retailing area, recently acquired Wallpapers to Go will have 19 stores open at the end of November and 33 by the end of fiscal 1978.

Mr. Atwater said General Mills is looking for a sixth major consumer-oriented business area, "and we should find what we're looking for in two or three years. We don't have to rush out and add it to meet our growth goals."

Plan to attend Plant Operations Seminar.



New Flour Mill—This free-standing windowless structure is International Multifoods' new milling facility at New Prague, Minnesota. Known as the New Prague "B" mill, the five-story 4,500 cwt. (hundred-weight) structure has an enclosed air system which filters air and provides a means of energy conservation through recycling. An insulated metal panel covers its slip-form concrete construction to meet energy conservation requirements.

New Prague Mill

The daily capacity of International Multifoods' flour processing operations in New Prague, Minnesota, has increased by nearly 50 percent with completion of a five-story 4,500 cwt. milling structure.

Known as the New Prague "B" mill, the new facility became fully operational in December following a series of test runs.

Designed primarily to mill hard spring wheat, the unit was built to replace more than half of the capacity lost in the May 1975 explosion at Multifoods' flour milling complex in Davenport, Iowa. That facility was demolished, and the property sold.

The major part of the company's \$3.5 million expansion in New Prague is the five-story "B" mill, which includes bins for tempered wheat and bulk flour storage. It is located adjacent to the plant's larger 8,800 cwt. "A" mill.

Also constructed were a warehouse addition with truck docks, additional railroad trackage, lunch and locker room facilities, a 100-pound packing facility, and loading systems for bulk flour (rail and truck) and mill feed (rail only).

Fast Construction

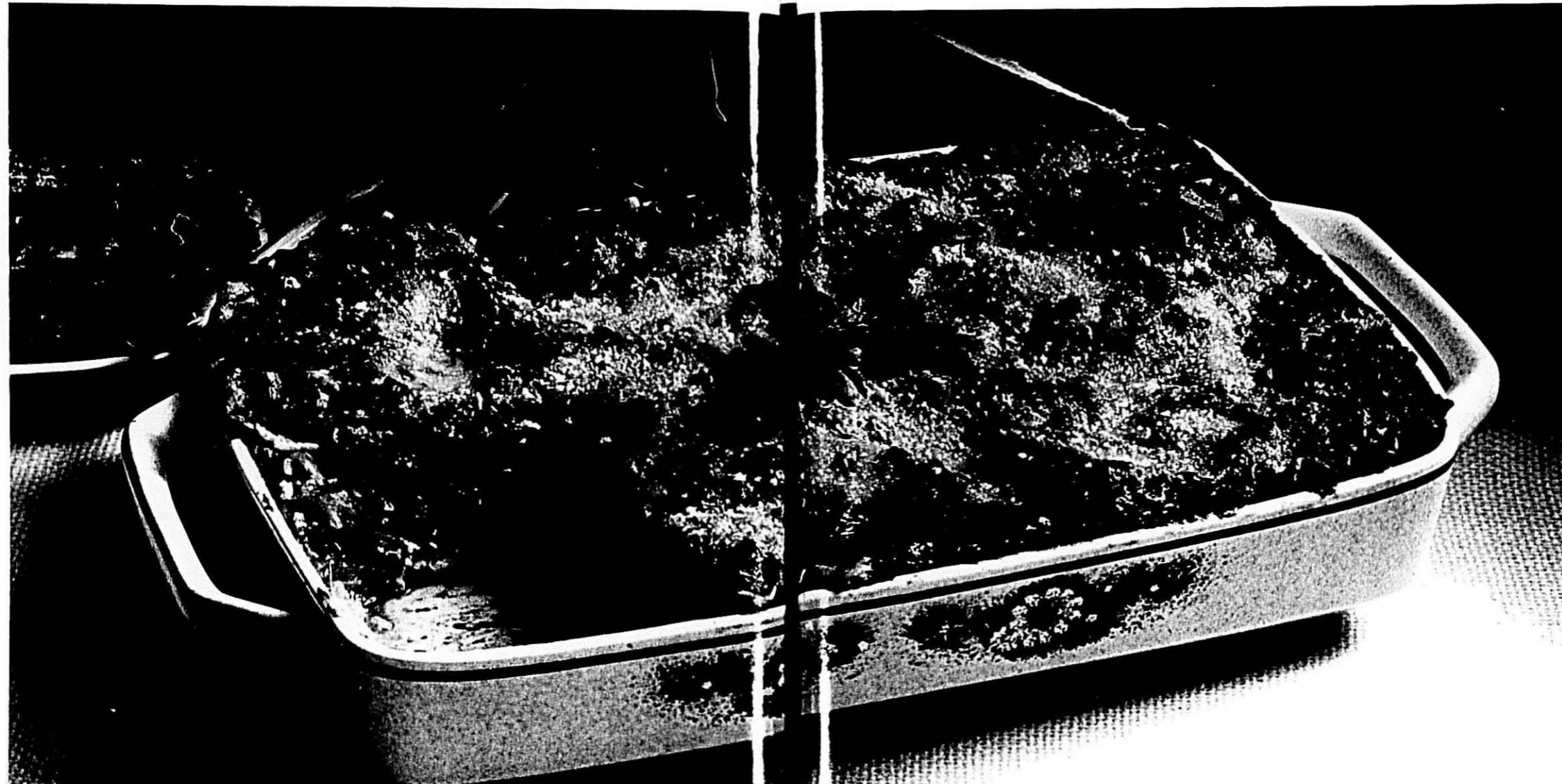
Atherton Bean, grandson of the company founder and current chairman of Multifoods' executive committee, announced plans for the expansion during a Bicentennial address in New Prague on July 4, 1976. Multifoods began operations as the New Prague Flouring Mill Co. in 1892.

Just one year elapsed from ground breaking for the expansion until the first wheat entered the new facility's roller mills December 1. Construction of the expanded facilities has created about 20 new jobs at the company's operations here.

"This is probably the shortest construction time for a major flour mill in the United States in recent history," said Sigi Schneider, Multifoods' engineering manager for grain processing, who directed the project. "It was a real team effort. We achieved remarkable economies by building just what we needed to meet our requirements without cutting any corners."

The free-standing windowless "B" mill has an enclosed air system which filters air and provides a means of

(Continued on page 24)



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New Prague Mill

(Continued from page 21)

energy conservation through recycling. Its slip-form concrete construction is additionally covered with an insulated metal panel to meet energy conservation requirements.

The "B" mill has all new equipment, including roller mills and sifters, and incorporates a maze of pneumatic tubes to convey wheat and flour during the production process.

Specialty blends of flour will be produced at the "B" mill to be used by commercial bakers in making such products as breads, rolls and ethnic baked goods.

With its expanded operations, the New Prague plant now has a capacity of 1,400,000 pounds of flour (14,000 cwt.) in a 24-hour period. The plant retains its position as Multifoods' second largest flour mill in the United States, next to Buffalo, N.Y., with its capacity of nearly 22,000 cwt.

At the "B" mill, up to 100,000 pounds of flour each hour can be loaded onto bulk railroad cars or trucks, while 50,000 pounds hourly can be filled into 100-pound bags.

North Dakota Mill to Expand

North Dakota Mill & Elevator will increase the daily capacity of its "A" mill by 40%, or to 7,000 cwts from 5,000 cwts, it was announced last week by Sam Kuhl, general manager of the state-owned mill. The mill has a second "B" unit of 5,000 cwts. Mr. Kuhl also told of a proposal to build a semolina mill of 5,000 to 7,000 cwts adjoining the existing durum and bread flour units, and to discontinue the feed business. North Dakota Mill is also re-entering the family flour business in a limited way, Mr. Kuhl disclosed.

The "A" mill that is being enlarged was designed to alternate between bread flour and durum flour, which will be true of the added capacity. Fred Schumacher of Schumacher Milling Engineering Co. is consultant in the expansion. Mr. Schumacher was consultant to mill management in the rebuilding process after a fire in 1970. The enlarged capacity is scheduled to be in operation by the fall of 1978.

More Semolina

The addition of another semolina unit of 5,000 to 7,000 cwts has been

proposed to the North Dakota Industrial Commission.

Family Flour

Mr. Kuhl confirmed an announcement by the North Dakota State Wheat Commission that the state's mill would soon begin packing family flour in 25-lb and 50-lb bags for the North Dakota market. The mill discontinued its family flour business after the 1970 fire. Re-entry into the family flour business is at the direction of the Industrial Commission, Mr. Kuhl said. Packing should begin in about a month. Members of the Industrial Commission are the governor, the attorney general and the commissioner of agriculture.

North Dakota State Wheat Commission called the family flour decision the culmination of more than two years of effort on the part of the commission and others to provide North Dakota home bread bakers with a flour "suitable for that purpose." North Dakota consumers, the Commission said, complained over frustration at not being able to turn out good quality bread after years of "blue ribbon" baking. According to the Commission, tests of major all purpose flour brands indicated that protein contents had been reduced by 1½ to two percentage points.

"High protein flours are available in bulk quantities to commercial bakeries but major millers are not convinced that consumers will pay the extra cost for a high protein home bread flour," the Commission said. The flour will be under the "Dakota Maid" brand previously packaged by the mill.

Durum Markets

Macaroni manufacturers bought thirty to sixty days needs in early January following the holiday lull and in anticipation of good retail business. Shipping directions were brisk during the month.

No. 1 Hard Amber Durum ranged \$3.57 to \$3.63 bushel, Minneapolis during January. Semolina was quoted in a range of \$8.85-\$9.50 with granular 15¢ less, flour 40¢ less per cwt.

Durum Planting Intentions Up

Planting intentions as of January 1 show a slim cutback with feed grains

down about one percent over all. Spring wheat farmers are planning a cut of about 12 percent, but durum growers expect to increase the crop by about a third to 4.2 million acres.

Sales to France

In a little over a month, French Durum millers have imported about 50,000 tons of U.S. Durum wheat, according to the Great Plains Wheat office in Rotterdam, The Netherlands. In addition, these reports indicate that these French millers are very pleased with the quality and grade of U.S. Durum wheat shipments, and are now planning to purchase additional quantities of Durum wheat from the United States. The only obstacle to further U.S. Durum and/or bread wheat exports to France and other countries in the European Economic Community (EEC) is the variable import levy. Based on current world wheat prices, the EEC variable import levy for Durum wheat is approximately \$143.68 per ton (about \$3.91 per bushel) at the EEC border. For example, the landed price of U.S. Durum at French ports, including the fob value and freight from the Gulf, is approximately US \$135.10 per ton (or about \$3.68 per bushel). The French miller must then pay the variable import levy of US \$143.68 per ton for a total import bill of US \$278.78 per ton (or US \$7.59 per bushel). Because of the EEC wheat importing system, the miller will ultimately receive a rebate of about US \$47.97 per ton (US \$1.11 per bushel). Consequently, the EEC variable import levy is about US \$95.71 per ton (or US \$2.60 per bushel) greater than the landed commercial value of the wheat, all of which the EEC consumer pays in high bread prices. French Durum production peaked in 1975 with over 800,000 tons, and has since declined as the Durtal variety is unacceptable to the Durum millers. Recent reports indicate that French Durum production may have fallen below 200,000 tons in 1977, and a good share of French carryover stocks from previous years is of unacceptable quality. With an annual domestic disappearance of roughly 600,000 tons, France will probably import a substantial quantity from the United States and also Canada.

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Durum Exports Up

Export inspections of wheat from the U.S. in the first half of the 1977-78 crop year, June-November, were down 7% from the previous season and were 23% less than the outgo in the same period of 1975.

Durum, however, showed a slight gain to stand at 28,531 bu. in 1977 against 28,338 bu. in 1976 and 37,877 in 1975.

Durum Quality Down

Quality of 1977 durum is lower than in 1976 and also is generally lower than the five-year average. Protein content averaged 13.8%, while vitreous kernel content averaged 77%, against 88% a year ago. Semolina extraction averaged 50.8%, down 2.7 percentage points from 1976. Semolina ash, speck count, protein and wet gluten all compared favorably to the past year, with the end product carrying a bright amber color. Average grade for durum is No. 2 hard amber, down one grade from last year, and 55% will grade No. 3 hard amber durum or better, with 72% grading No. 3 amber durum or better.

Lower Quality in Canada

Results of a recent survey of country elevator managers conducted by the Canadian Wheat Board show that farmers in the prairie provinces have nearly equal amounts of high and low quality wheat available for delivery in 1977-78. The results were based on data obtained from key elevator managers at nearly 90% of the delivery points in western Canada. Estimated deliverable supplies include new crop grain and grain carried over on arms from the previous year. Approximately 53 percent, 391 mil. bu., will probably grade No. 1 and No. 2 CWRS wheat and 47 percent, or 342.6 mil. bu., is expected to grade No. 3 or lower. Nearly 14 percent or more than 100 mil. bu. is expected to grade No. 3 utility, the bottom grade. Estimated deliverable supplies of wheat, including durum, have been set at 817.6 mil. bu., some 26.5 mil. bu. less than the 844.1 mil. bu. recorded a year ago. Of particular concern to the Canadians is the fact that the protein level of wheat carried over from last year is somewhat below average, according to a Board official.

Midwest Railroads On Their Own

A transportation representative for the North Dakota State Wheat Commission attending the January 18 Federal Railroad Administration Conference in Chicago has reported that the federal government will not seek legislation to consolidate Midwestern Railroads.

John I. Finsness, NDSWC Traffic Counsel, said that Transportation Department Secretary Brock Adams urged the railroads to find their own solution to their problems at the conference called to deal with the plight of financially troubled midwestern railroads. Of major concern is the financial condition of the Milwaukee Road which serves portions of eastern and western North Dakota and which has recently filed for bankruptcy.

Finsness noted that the statement by Adams was the first official indication that the government will not seek to consolidate midwest rails under a federally subsidized organization such as the "Conrail" system now in effect in the East which is costing U.S. taxpayers nearly \$1 million per day. He added that a private solution to the rails financial difficulties proposed by the Rock Island Line has received the most discussion.

According to Dr. Robert Tosterud, Director for the Upper Great Plains Transportation Institute, the plan submitted by the Rock Island Line is called "FarmRail" and is designed to provide transportation services that meet specific agri-business and agricultural needs. Tosterud said that, as proposed, "FarmRail" would be a private consortium of five midwest rails which would share mainlines, consolidate terminal facilities, form equipment pools and devise other ways to eliminate costly duplications. He added that North Dakota interests need to assess the effect of the "FarmRail" plan on healthy railroads since "The North Dakota wheat producer has spent a great deal of money to make the railroads serving most of the state profitable."

Dairy-Based Ingredients

"A Fresh Look At Dairy-Based Ingredients For Processed Foods" is the second in a series of technical booklets being published by Dairy Research, Inc. (DRINC).

The booklet describes how technological advances that have generated new methods of processing milk, now provide greater opportunities to use dairy-based ingredients in processed foods. Among foods discussed are: processed meats; synthetic meat-type products; sauces, gravies and soups; vegetable and fruit products; beverages; cereals and pasta products; and snack foods.

This series is aimed at familiarizing food technologists with the many characteristics of dairy ingredients and their total contribution to food products.

Single copies are free; quantity orders in any amount are available at \$0.20¢ per booklet. Contact, Dairy Research, Inc., 6300 North River Road, Rosemont, Illinois 60018.

Egg Products

A cold wave in most parts of the East and South caused some concern in January that supplies might decline due to production shifts. In the Great Lakes area farm pickups and distribution was disrupted by heavy snow and high winds.

January Prices:

Central State Nest Run	\$8.10 to \$10.20
Southeast Nest Run	\$9.00 to \$9.60
Frozen Whole	32-34.5¢
Frozen Whites	23-25¢
Dried Whole	\$1.29 to \$1.43
Dried Yolks	\$1.28 to \$1.37

Processed Eggs

A total of 49,700,000 dozen shell eggs were broken Nov. 6 through Dec. 3, 1977 according to the Crop Reporting Board.

During the four weeks, 74,800,000 pounds of liquid egg items were used in processing. Liquid egg products (including ingredients added) produced for immediate consumption and processing totaled 27,200,000 pounds. Frozen egg products amounted to 27,300,000 pounds and dried egg products totaled 5,000,000 pounds.

More Pork, Less Beef

The American Meat Institute has predicted there will be more pork and less beef in 1978, with meat prices overall remaining stable. The forecast is for a 1.6 billion pound increase in pork production and a 600 million

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round decrease in beef production compared with 1977 levels, bringing total production of red meat to a record 40.5 billion pounds.

Paperboard Price Rise

American Can Co. increased prices on all converted paperboard products 6.5% to 7%, effective Feb. 15 on all new orders and March 15 on all shipments.

The company said the price increase was prompted by recently announced increases in paperboard prices as well as added labor, benefits, utilities, freight and other manufacturing costs.

American Can said it last announced a general price increase for converted paperboard products, which include frozen-food cartons and meat cartons, in January 1977.

Will Liner Board Prices Hold?

Wall Street analysts who follow the paper companies generally are taking a "show-me" attitude toward linerboard price increases announced in December.

Linerboard is used to make corrugated boxes and its price has tumbled in the past three months. In late September, linerboard dropped from \$215 a ton to \$205. Shortly after that, another cut to \$195 was made. Some producers began discounting to the \$185 level, which analysts say is too low relative either to costs or economic activity.

Bruce Kirk, analyst at Wertheim & Co. "Restoring the price level is certainly warranted but I despair of seeing it happen until we also see finished product prices also move up. The box business is still very competitive, profit margins are awful and if you can't get linerboard and boxes moving up in tandem, the price increase in linerboard isn't likely to succeed."

Although the box business was good in October and November, box prices have been averaging only \$28.22 per 1,000 square feet this year, a shade under the 1976 average of \$28.49.

Thomas Clephane, analyst at Goldman, Sachs & Co., says he considers the latest move an effort to restore price levels rather than a price in-

crease. "With costs rising 4% a year, the industry needs that price level just to hold earnings even," he says.

But Mr. Clephane thinks Feb. 1 is "a little too early" for the \$215 price to stick. The next seasonal strong point, he says, is March or April and his estimates for the industry assume the \$215 price will be restored in the spring.

The Key

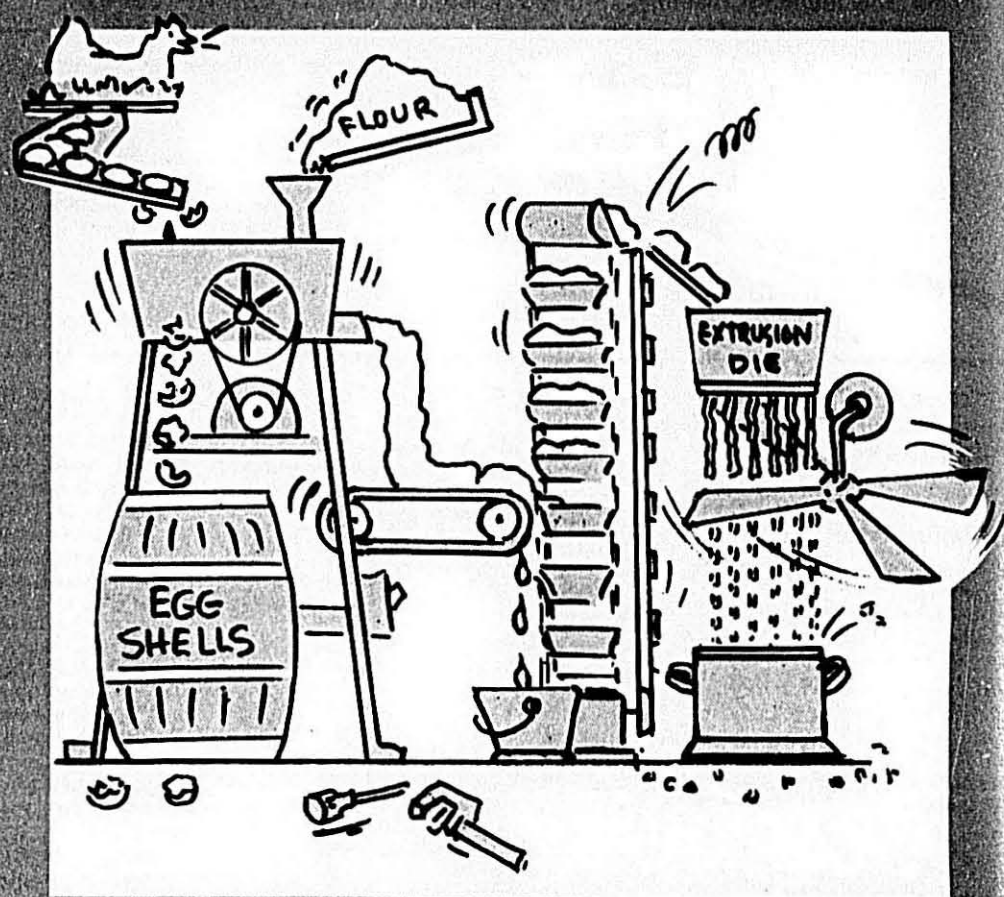
"The key is the box price," he says. "I'm assuming it can move up about 2% in the spring, somewhat more than it did early this year, but even with that, I am estimating the industry will have a 6% decline in earnings in 1978. If box prices don't move, earnings could drop more sharply."

A contrary approach is being taken by Gary Palmero, of Oppenheimer & Co. "The outlook for 1978 appears more favorable than the current perception," he says. "We believe the linerboard market is within three to six months of turning from a buyer's to a seller's market."

Mr. Palmero traces the pricing problems of 1977 to mill inventories that have remained 500,000 tons

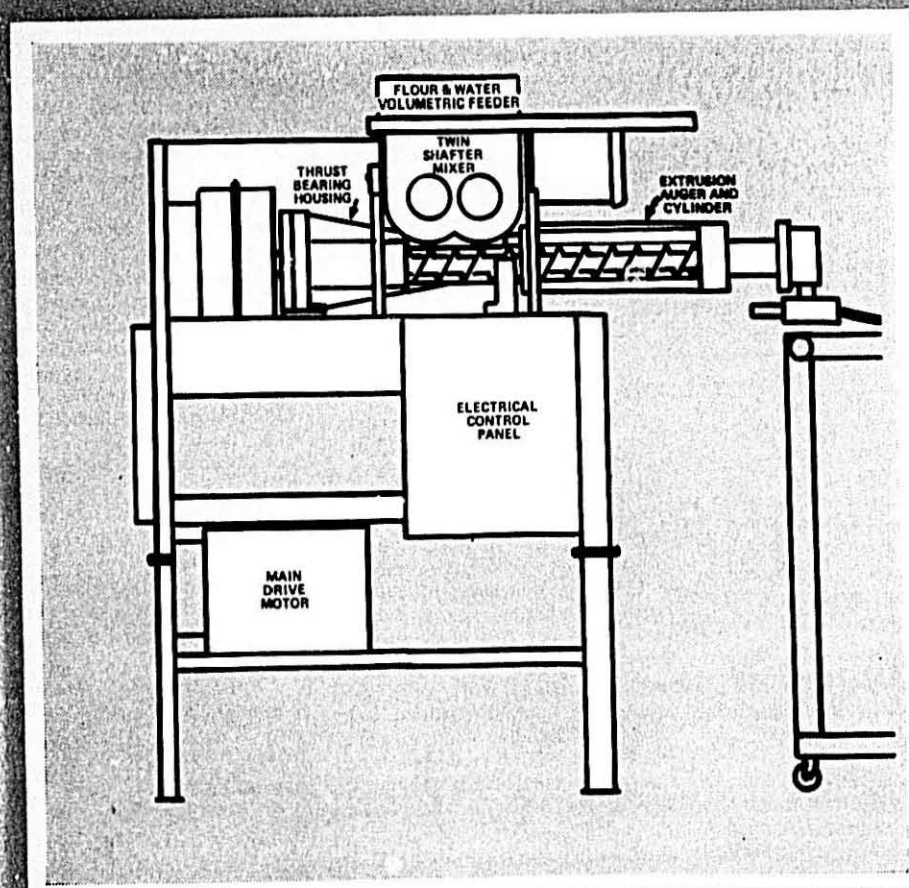
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above normal levels most of this year. "Within the last two months, there has been a major pickup in box production," he says, "and producers have tended to shut down for extended periods over the holidays to cut back production."

Corrugated Box Shipments

Corrugated box shipments, boosted by a strong fourth quarter, reached 226.1 billion square feet in 1977, according to preliminary data released by the Fibre Box Association.

The increase of 4.5 percent, coupled with 1976's 11.3 percent gain, virtually wipe out the 1974 and 1975 declines of 5.3 and 10.1 percent. The 1977 shipment total is within one percent of the 1973 record of 228.0 billion square feet.

On a quarterly basis, the industry had a slow start for the year due to severe weather conditions. First quarter shipments were up only 2.4 percent over the first quarter of 1976. Subsequent quarterly gains of 5.5, 4.5 and 6.5 percent show a strong, steady growth rate.

On a regional basis, all areas of the country showed gains over 1976 shipments. The largest gain, 6.2 percent, was achieved in the South Central states, while the lowest, 3.5 percent, was recorded in New England.

The industry's price trend, meanwhile, showed a 0.8 percent decline for the year. The average 1977 price of all types and sizes of corrugated containers, compiled from Association member data nationwide, was \$28.24 per thousand square feet.

Dr. Kennedy on Labeling

In a recent talk before the National Association of State Universities and Land Grant Colleges, Dr. Donald Kennedy, Commissioner of Food and Drugs, reviewed the food and health situation of Americans. Doctors-per-thousand population, total medical care expenditures, and intensiveness of biomedical efforts have less impact upon the parameters of population health than "the way we live."

In commenting on labeling, Dr. Kennedy said: "Therefore, FDA hopes to hold public hearings on the broad subject of ingredient labeling, nutritional labeling, and the related matter of food fortification. The objective is to convert what strikes me

now as the somewhat confusing set of policies into a comprehensive strategy for maximizing the amount of information available to consumers and guiding their own nutritional planning and making them aware that such planning is important to their health."

Dr. Kennedy went on to say: "We are already in constant contact with the Federal Trade Commission concerning the relationship between food advertising and labeling. I regard this as an especially significant activity in the area of nutritional labeling. The fact is that in matters of health, I consider food at least as important as drugs. Good nutrition can prevent illness; drugs contend with what has not been prevented."

FDA, according to Dr. Kennedy, considers four areas of particular concern in guarding against the degradation of the food supply on the one hand and improving nutrition quality on the other. These are:

"Keeping an extremely careful eye on changes in nutritional quality of food supply as an ever-increasing proportion of the food supply is processed (about 55%) and consumed away from home (about \$1 of every \$3 expended for food);

"Creating a regulatory climate in which we foster research and application of modern nutrition principles to management of critically ill and chronically ill patients;

"Studying the adverse effects of long-term intakes of excess amounts of individual nutrients, because the practice has become very widespread through the advocacy of the so-called 'health food' movement;

"Collaborating with our sister agencies to improve nutrition methodologies, including food consumption models, clinical methods for measuring nutritional status, and nutrient analytical methods."

FDA currently spends about \$4 million per year on nutrition research that can be divided into seven activities involving nutrient efficacy, safety, bioavailability, and disease prevention potential; assessing nutrient quality of processed foods and "medical foods;" analyzing food composition and nutrients; and studying consumer perceptions about food values and nutritional quality and responding by developing model systems to improve consumer understanding.

Metrication

President Carter is expected to soon announce nominees to the U.S. Metric Board, charged with coordinating the ever accelerating movement toward metric conversion in this country.

Dr. Louis F. Polk, an authority on international metrology, is expected to be named Chairman of the 17 member Board. Polk has represented the U.S. Government, the American National Standards Institute and other groups at international meetings on measurement and standards.

Developing public awareness and education programs will be among the major responsibilities of the Board. The Metric Board will also establish conversion guidelines, hold hearings, conduct research and make recommendations to the President and Congress concerning action for dealing with conversion problems.

Establishment of the Metric Board implements the Metric Conversion Act of 1975, which called for government planning, coordination and facilitation of voluntary conversion. Until now, conversion efforts have been coordinated solely through the American National Metric Council, a non-government organization. Dr. Malcolm O'Hagan, President of ANMC, said, "the appointment of the U.S. Metric Board should remove any doubt about the U.S. commitment to an orderly conversion to metric."

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Men	31	41	6
Women	19	48	3
College	52	38	6
High school	16	53	5
Grade school	7	28	1
East	29	37	3
Midwest	23	53	5
South	21	40	4
West	31	51	3
18-29 years old	38	56	6
30-49 years	22	52	5
50 yrs. up	17	45	3
Professional & business	42	42	5
Clerical & sales	26	43	8
Manual workers	17	50	5
Labor union families	20	49	4
Non-labor union families	26	44	4



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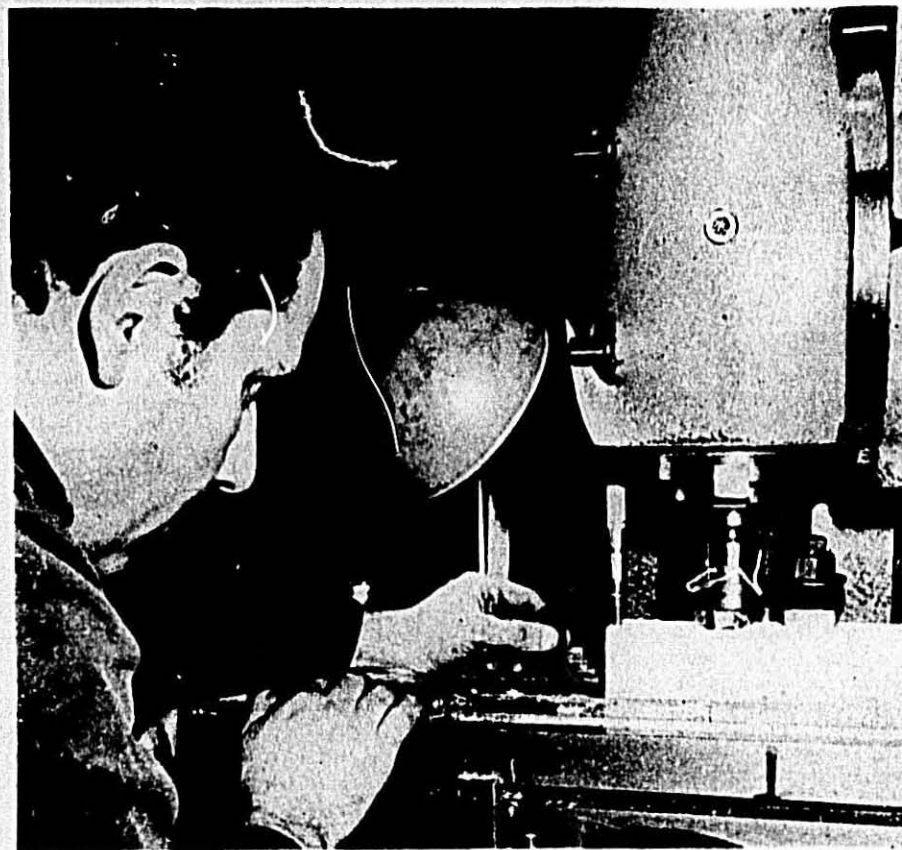


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THE ENERGY CRISIS

by H. Geddes Stanway, Business Consultant,

Retired President, Skinner Macaroni Company, Omaha, Nebraska

The Carter Administration has organized the Cabinet and White House aids to influence most Americans that there is indeed a colossal "Energy Crisis," while oil and gas industry executives, and others, are organizing to refute the administration claims.

It is not new to political life where-in often there is an effort to seek out a "National Crisis" to overcast what otherwise might focus national attention on governmental ineptness and scandals.

The Carter Administration is facing controversial governmental policy related to the arms limitations, Mid-East peace, Panama treaty, Bert Lance's problems in the press, economic growth, and among others the "Energy Crisis."

The prime 'crisis' for attention is the "Energy Crisis" despite the popular interest in inflation and unemployment. There is also attendant strong skepticism among the people that there is really a crisis in, or even a shortage of, oil and gas energy sources.

Conservation Needed

No one should argue with President Carter's push for conservation. Conservation is sorely needed and the President's efforts should not be taken lightly. Most Americans are likely to be doing their part in conservation. However there are those to whom the expense is not a problem and they are never likely to be affected as long as there is energy available to be bought.

It was highly publicized in newspapers in Miami, when the oil embargo in 1973 created a shortage, that people could get gasoline at marinas, when they could not get it at the gas station. Then there was the story of the millionaire who bought a gas station just so he could use the gas allotment for his family use.

Getting unanimity in believing that there is a crisis is one thing but it is something different getting agreement on what is the cause, or what is the



H. Geddes Stanway

solution, especially when there are so many differing publicized options available as solutions.

Many groups are at work proposing programs of action as the 'best' solution, i.e. solar energy, coal gasification, nuclear energy, space technology, oil shale, expanded use of coal and others. Each group has theories that will call for large tax supported expenditures of billions of dollars. These programs add to the public confusion with statistics provided by governmental agencies, business energy sources and so called non-profit funded research experts.

Ads are Confusing

Americans have been accustomed to the advertising copy of the energy supplier, such as utilities, oil companies and others all pushing for more use of their products. At the same time the message of energy supplier calling on the consumer to buy more, there is the calling for conservation of energy.

The concerned citizen hears about the crisis and the need for keeping thermostats in homes at 69° or lower, and turn lights off. With these requests what is confusing is to see business and government buildings, museums, etc. with lights ablaze, and many other forms of energy waste.

Why should only the average citizen be the one to make the sacrifice, while others make little or no effort at conservation. One feels that there is little reason to sacrifice the few minor conveniences he has, when there is a question of there need be a crisis and he notes so much energy waste.

Many Americans have lost faith in government and business leadership. "It is all a big rip off," is a common expression one hears. Leaders have not convinced the people that gas and oil sources in our own territory are not available.

Quotes Laird

Melvin Laird, former U.S. Defense Secretary, is quoted in the September 1977, Reader's Digest, as noting the following energy sources:

An estimated 920 trillion cubic feet of natural gas still lies beneath the United States—this should last at least 45 years.

About 160 billion barrels of oil still lie below native ground and offshore. Enough to last into the next century.

At least 220 billion tons of immediately recoverable coal—the energy equivalent of nearly a trillion barrels of oil—coal alone could supply our energy needs for several centuries.

Economist Milton Friedman, Nobel prize winner is credited with saying that, simply to have government fix a maximum price on a product is tantamount to creating a shortage of that product.

Is there any wonder that the Americans are honestly confused, even skeptical about the energy crisis? There is talk about gasoline rationing amid reports of gasoline glutting storage tanks with prices dropping.

The government, last winter preferred to import natural gas from foreign nations at higher prices than it would permit domestic companies to sell natural gas interstate.

Could it be that the governmental leadership views the free enterprise

system as no longer having the old American motive impetus to succeed.

What ordinary Americans want and need is a better dissemination, in understandable terms, of the true facts of the so called "crisis" without the confusion of the self serving interests.

Carter's Sincere

It would seem to this analyst that President Carter is no doubt sincere in his estimate of an energy crisis, long range. The current crisis really stems from the confusion of immediate options available, most of which hinges on government policy. Should the government allow the free enterprise system (which developed the growth of the United States) to take over the task of correction, through free marketing of domestic energy sources. Or, should the government continue strict regulations that stymie the motivation to make available the plentiful energy sources said to be in the United States, while authorizing large expenditures for imported oil and gas.

The price setting policies over three decades, designed to protect the consumer by maintaining artificially low prices in oil and gas, in reality has provided what is now termed the energy crisis.

One Immediate Solution

One option available toward a more immediate solution to the crisis is to permit the free enterprise system which has solved every crisis which has beset the United States for over two hundred years, to initiate free market pricing, with a reasonable measure of deregulation.

A new government policy that would provide the incentive to locate and produce oil and gas domestically could very well provide for control on excess or windfall profits. With this policy there is little doubt that consumers would be paying a higher price initially for gas and oil products, however with the increased quantities available there is good reason to expect prices would level out, and conservation would be attained by voluntary economizing to reduce operational costs. Also there is the abundance of coal that would soon be in strong demand should oil and gas prices in the free market get completely out of line. The day of cheap oil and gas must give way to a more

realistic pricing policy if we are to cut down the imports and remove the threat of boycotts which have proven to adversely affect our national economic programs.

Our free enterprise system should be allowed to solve this crisis for a more immediate solution. This policy will give the much needed time for development of the future sources of energy that must be developed to replace inevitable depletion of oil and gas.

The facts appear to indicate that the real crisis in energy availability, for the present and foreseeable future, is the pricing policy. Strict and unrealistic government regulation, or a return to free enterprise with reasonable controls on windfall profits, tends to be the choice of options for the immediate solution.



Kenneth Cole and Robert Redd (left to right) of Seidman & Seidman, the national accounting firm, are considered two of the nation's leading energy experts. The firm's Management Advisory Services has a special division conducting unique energy audits for corporations and business across the country, helping them to meet the growing restrictions of the energy crisis.

BTU Accounting

BTU Accounting, a new auditing procedure introduced at a press briefing by Seidman & Seidman, the national accounting firm, will play a major role in operational planning in light of the growing restrictions of the energy crisis, according to Kenneth Cole and Robert Redd, the firm's energy specialists.

This new dimension in accounting practice was pioneered by Seidman & Seidman. Messrs. Cole and Redd forecast that it will greatly expand

the management role of the accountant, and will ultimately involve government standards on maximum BTU's which can be consumed in the manufacture of virtually every product made in the United States, as well as BTU consumption in houses, shopping centers and other commercial structures.

"Within the next few years, the energy crisis will affect every facet of our everyday living," state Messrs. Cole and Redd. Products which consume an inordinate amount of energy in their manufacturing processes will disappear from the scene.

Role of the Accountant

The Seidman & Seidman energy specialists forecast that the role of the accountant in the allotment of existing energy resources will also expand greatly. The "Energy Audit," which was also pioneered by Seidman & Seidman, will become a major function upon which management decisions will be made, including recommendations for alternate and back-up energy sources, plant relocation and even elimination of energy wasteful product lines.

Energy auditors will be asked to audit BTU consumption by product, pinpoint waste, and to make recommendations how energy can be saved both in the manufacturing process and in the building structure. They will be expected to participate in strategic planning in meeting energy needs in the future, and to recommend steps which may have to be taken to satisfy future needs.

Government's Role

Mr. Redd noted that the U.S. Government will also play a major role in BTU Accounting. They will set maximum BTU consumption levels for each product manufactured. If a particular product cannot be manufactured within the pre-established standards, the plant may have to cease manufacturing that product.

Seidman & Seidman, which conducted over 30 energy audits in 1977 and has scheduled more than double that number so far this year, has already instituted certain accounting procedures for many of its clients which help them measure true energy costs, establish budgetary controls on BTU consumption and incorporate BTU Accounting in their overall op-

(Continued on page 36)

BTU Accounting

(Continued from page 35)

erational planning. In most cases, these firms have already realized savings of between 10 and 40 per cent in BTU consumption and energy costs, Mr. Cole stated.

Procedure

In setting up an "Energy Audit," the Seidman & Seidman procedure includes:

- Working directly with top executives, who can implement recommendations.
- Review costs in electricity, fuel, gas, oil and coal.
- Discuss present energy conservation projects, if any.
- Identify liaison man.
- Set-up energy team: plant engineer, controller, traffic manager, plant superintendent, etc.

In conducting the audit, Seidman & Seidman analyzes such key problem areas as: management's attitude, progress to date, if any, reporting systems, lighting, electrical, air conditioning, rate structures, demand costs, heating system, exhaust system, building envelope, payout and manufacturing processes. Many of these audits must be conducted by industrial engineers. For this reason, many accountants on the Seidman & Seidman energy audit team are also specialists in such fields as industrial engineering and geology. In fact, they believe that energy auditors must have such skills to provide necessary assistance to their clients.

"Many companies have already instituted energy conservation plans without full knowledge of consumption, costs and other factors. We are reaching the stage in the energy crisis when an Energy Audit must be conducted, and BTU Accounting systems installed. Aside from cost factors, methods of energy usage will have to change, in some instances, to literally stay in business," conclude Messrs. Cole and Redd.

More Venture Capital Sought for Minority Small Business

Legislation has been introduced in the Senate to increase the availability of venture capital from minority enterprise small business investment companies.

The bill, S.2156, the Minority Enterprise Venture Capital Act of 1977, was introduced by Sen. Gaylord Nelson (D.-Wis.), chairman of the Senate Small Business Committee. It would give MESBIC's a much better break on the rate of interest and preferred-stock dividend payments they make to the government. They already enjoy an advantage over other government-aided small business investment companies in this regard.

Unlike SBIC's, the MESBIC's are restricted to making venture capital available only to minority-owned businesses. But even with the limited advantages, MESBIC's have not attracted the needed capital. The Small Business Administration has invested about \$54 million and private investors another \$48 million in the 66 existing MESBIC's.

The bill would also promote investor confidence by requiring that new MESBIC's have a minimum paid-in capital surplus of \$500,000 instead of the present \$150,000.

More Penalty-Free Guidance on Safety Set for Small Firms

Businesses which voluntarily ask for on-site job safety and health consultations have a better chance to get them from the states now.

Until Aug. 1 this no-cost service was available from 22 states on a 50-50 funding arrangement between the federal and state governments. Since then the funding has been 90 percent federal. The Occupational Safety and Health Administration made the change to induce more states to offer the service.

Priority is being given to small firms that want the service.

The new funding system not only includes the 35 states which have federally approved job safety-health programs that they administer, but also covers states which don't have approved programs or any programs at all. OSHA itself administers the job safety and health law in these states. OSHA chief Eula Bingham says they too may qualify for the 90 percent funding if they meet OSHA stipulations.

Under current law OSHA can't offer the on-site service without issuing citations for any hazards observed

during a consultation. Businesses are reluctant to call on OSHA for this reason.

Food Industry Survey Notes Problems at Receiving Dock

The vendor-customer relationship in the food industry is most strained when merchandise hits the receiving dock, according to a survey of physical distribution and customer service problems.

"The battle centers around the receiving dock, and most of the problems are time-related," noted Walter Friedman, president of Walter Frederick Friedman and Co., Inc., physical distribution management consultants who tabulated and analyzed the results of the survey.

The survey was taken among members of the National Council of Physical Distribution Management with a questionnaire created by Warren Blanding, organizer of a recent NCPDM workshop series on the "Vendor-Customer Continuum" to help develop the agenda for the workshops.

Mr. Friedman, who directed the food industry workshops, noted that 62 food distribution executives participated in the survey, most of them working in the manufacturing or processing end of the industry, and cited a total of 177 problems.

Customer Service

The next important problem area cited less than half as often as problems relating to the receiving dock involved customer service, order cycle and lead times, and inventory control. Close behind that was a broad range of problems relating to transportation.

Other significant areas of concern among the food distribution executives were: pallet exchange programs; communications (both between vendor and customer as well as between the customer's own merchandising and warehousing people); unit loads; damage and package design.

Join Your Trade Association

The National Macaroni Manufacturers Association is set up to be of service to you. Through group effort in committee activities, inter-industry liaison, bulletins and reports, meetings and conventions. Membership doesn't cost—it pays!



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Is Water a Food?

An interview with Congressman Paul G. Rogers (D-Fla.) is digested from the Foremost Company "Professional Nutritionist."

To the question: "Is water food?" The answer is for regulatory purposes, we have considered under the Food and Drug Act that a food is necessary for sustaining life and is essential for support and nourishment. You could take it from there. People who use it for transportation don't think of it as food; some dump trash in it. Many people use water for getting rid of wastes. So, there are many uses. But when we think of it for human consumption, we classify water as a food. The Food and Drug Administration was the basic regulatory agency for safe drinking water. But that now has been shifted with the Environmental Protection Agency having primary responsibility for the Safe Drinking Water Act.

Organic contaminants are a great concern. As we develop our technology to discern problems in our drinking water contaminants, the need for action is emphasized. Then there is the problem of chlorine where it combines with the natural humic acid. This problem will eventually require alternative methods to clean up the water so it can be used for human consumption. In the 1977 Safe Drinking Water Amendments research and training will be developed to stimulate alternative systems.

As safe drinking standards are tightened down food processors will naturally be affected, because if the water is not safe, or if it is polluted, then it would adversely affect food. If water is added to food, it is a food additive. It could have adverse effects if it is not clean. Therefore, it is essential that food processors be particularly careful and particularly anxious to make sure that their water is clean and safe.

Role of Industry

The role industry should play in assuring safe and affordable drinking water is to assume co-responsibility with government. They should not be guided only by what minimal, basic standards are set, they would want to do more than promote new technology and should be doing research to improve their product for the public.

Congress will become more involved in the areas of nutrition in the future. They are involved now through legislation. First, they have in the medical manpower bill encouraged the teaching of nutrition in medical schools so that doctors in the profession will become more aware of the importance of nutrition and will have greater knowledge that can then be disseminated to patients. Furthermore, there has been legislation passed to set up a health education and health information act. While it has not been implemented as yet to any significant degree, it is coming. The subject of nutrition has simply been ignored too long in the medical and health fields, but it is now coming into its own.

ADM Nutrition Brochure

A brochure on nutrition in food, primarily designed for the needs of the developing countries, has been published by ADM Milling Co., Shawnee Mission, Kas.

The brochure, authored by Robert E. Jones of ADM Milling, was designed and produced by Bailey Lewis and Associates, Inc., Lincoln. Dr. Norge W. Jerome, associate professor at the University of Kansas Medical Center also received special acknowledgement for creating the new publication.

The brochures are being distributed overseas to voluntary agencies and other parties involved in world hunger issues. A substantial number already have been sent to various medical schools in the U.S. ADM Milling also intends to provide copies for others involved in nutritional education. Copies of the brochure are available on request from ADM Milling Co., Shawnee Mission.

The 28-page publication, which features numerous charts on nutrition as well as illustrations, features detailed information on products manufactured by ADM Milling, such as cornmeal, bulgur, ICSM (Instant Corn Soy Milk), SFCM (Soy Fortified Cornmeal, 12% soy-fortified wheat flour), WSB, (Wheat Soy Blend), CSM (Corn Soy Milk), WPC-Soy, and SFB (Soy Fortified Bulgur). The material on the individual ADM products includes recipes and uses, baking formulae, basic uses and data on nutrients, vita-

mins, minerals and essential amino acids.

"Malnutrition is one of the principal detriments to health and economic welfare in the world today," ADM Milling states in the introduction. "Solutions to the malnutrition problem are multi-faceted and complex. They include higher levels of production, higher per capita income, better marketing and distribution strategies, better education, greater levels of employment, more sophisticated processing and storage methods, more responsive financial institutions and many other social, economic and political factors which provide a stable environment for social and economic development.

"Good health is a prerequisite to human productivity and the 'development' process. It is essential to economic and technological development. Good health is a synthesis of physical, mental and social well-being."

So-called Health Foods

FDA Commissioner Donald Kennedy has challenged the worth of the so-called health foods, saying they are no healthier and often are more expensive than food available at the super market.

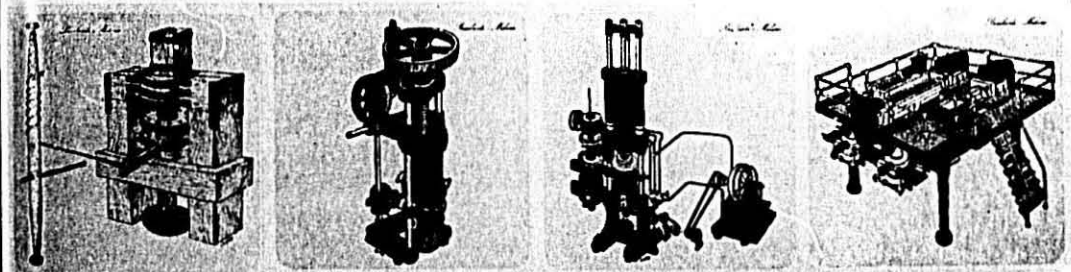
"There's not a whit of logic" to suggestions natural foods are better because they have no chemical additives, said the FDA chief. "Even if you assume that food additives are generally bad for you, it doesn't follow that their absence somehow confers safety. Natural foods often cost more, but have no benefits we can see over foods in the regular marketplace."

Shoppers Rate Home Meals Best

Home cooking still rates better than eating out among those who are responsible for family food shopping.

These were the findings in a study by Newspaper Advertising Bureau, based on interviews with 828 shoppers.

They said that the food they buy and prepare themselves is superior in purity (73%), nutrition (62%), taste (60%) and freshness (58%) compared with food they can obtain away from home.



N.M.M.A. Plant Operations Seminars scheduled for April 4-5, 12-13.

Seminar Dates Set

Plant Operations Seminars will be held by the National Macaroni Manufacturers Association at Major Italian Foods, Kent, Washington, April 4 & 5. Headquarters will be at the Sea-Tac Motel near the Seattle airport, where a reception and dinner will be held the opening night.

The following week the Headquarters are at the Ramada Inn in Wooster, Ohio, some 75 miles south of Cleveland. Seminar will be held at Inn Maid Noodles, Millersburg in the heart of Amish country.

After a tour of the noodle plant, the group will visit a buggy works, cabinet shop, cheese factory and strip mine. An energy audit will be demonstrated at both macaroni operations.

Engineering and Maintenance Conference

The innovative, company-wide energy conservation program at the 3M Company will be described in detail at the plenary session of the 29th annual National Plant Engineering and Maintenance Conference, scheduled for McCormick Place, Chicago, April 17-20. The session is one of several on energy conservation that highlight this year's program.

Since 3M began its corporate program to reduce energy use in the early 1970s, the company has saved the equivalent of 20 million gallons of fuel oil annually and now is making additional capital expenditures to cut further its energy use.

Richard L. Aspenson, 3M's manager of energy conservation resources and planning, and Tom Marson, 3M's manager of maintenance, will outline the company's energy efficiency standard, plant optimization check lists and other information about the energy conservation program.

The National Plant Engineering & Maintenance Show, which runs concurrently with the conference, will have some 700 companies participating as exhibitors, according to Clapp & Poliak, Inc., the New York exhibition and conference management firm that produces both events. Exhibits will demonstrate products and services for every aspect of plant engineering and maintenance. They include heating, power, lighting, air conditioning, electrical distribution, standby power, energy systems, maintenance and repair, installation and lubrication of production equipment, building construction and maintenance, roofing, siding, safety, security, materials handling, plant transportation, sanitation, plumbing, and the control of air, water, noise and odor pollution and the disposal or reclamation of solid wastes.

Four Areas of Interest

Conference sessions have been arranged to enable engineers and other plant executives to concentrate on any one of four areas of interest: operations, engineering, maintenance and industrial management.

In the operations group, one series of sessions will be devoted to production flow-through and another series to energy availability and utilization.

In one energy session, the outlook for industrial gas supplies will be discussed by Robert B. Kalisch, manager of gas supply for the American Gas Association, and Constance Holmes, vice president of economics and director of foreign trade for the National Coal Association, will speak on the wider use of coal as an industrial fuel.

In other energy sessions, speakers will talk about the reduction of power bills through understanding of utility rate structures, energy savings through environmental control and

lighting systems, retrofitting process systems to save energy, thermal insulation and its contribution to greater efficiency, and recycling process water to save energy.

In the engineering section of the conference, pollution control, building design and custody, and equipment specification are the areas that will be considered. In the management section, controlling costs, workforce management, and regulation and regulatory agencies will be the areas covered. In the maintenance section, speakers will discuss topics such as corporate staff support for the plant maintenance executive, preventive maintenance for electric motors, a six-step program for equipment maintenance, and predicting equipment malfunction.

Among the 130 speakers, panelists and conference leaders to participate in the conference will be experts from 82 industrial companies, consulting firms and industry associations, editors from 10 publications in the plant engineering and maintenance field, and representatives of the federal Department of Energy, the Occupational Safety and Health Administration, and the Environmental Protection Agency, and representatives of state and local environmental agencies.

Visitors to the National Plant Engineering & Maintenance Show and Conference will be able to inspect exhibits at the Design Engineering Show, which will be held in McCormick Place on the same days. The plenary session of the Design Engineering Conference will be open to all visitors to the National Plant Engineering & Maintenance Show and Conference. The topic will be "Microprocessors and Design."

A full conference program is available by writing Clapp & Poliak, Inc., 245 Park Av., New York, N.Y. 10017.

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Albert S. Weiss Dead

Albert S. Weiss, 67, Shaker Heights, Ohio, who built Weiss Noodle Co. from a small family operation into an international business, died January 9 at Cleveland Clinic Hospital, after three strokes.

Mr. Weiss was board chairman of Weiss Noodle Co. and chairman of the Food Division of Iron Mountain Inc., a holding company for Weiss Noodle, Ideal Macaroni and other related companies.

The noodle company was founded in 1923 by Mr. Weiss' parents, Gaspar and Bertha Weiss, in their Cleveland



Albert Weiss and son Richard (1963)

home. Gaspar Weiss had been a high school principal in Hungary. The son took over in 1934, leaving Ohio State University after his third year as a premed student.

He stepped down as president in 1975 to become chairman of the board and his son, Richard, became president.

The company moved into a new plant in Solon in 1962. The old plant had been destroyed by a fire the year before.

At Ohio State, Mr. Weiss was a fullback on the varsity football squad and won letters in tennis and squash. He was northeast Ohio class A champion of his age group in tennis and squash for years.

He had been on the Board of Directors of the National Macaroni Manufacturers Association and campaign chairman of the foods division of the Jewish Welfare Federation.

Mr. Weiss was a charter member of Suburban Temple and a member of Fairmount Temple and of Phi Sigma Delta fraternity.



Leo Ippolito

Surviving are his wife, JB; daughters, Carol Ann Taylor, Susan Lubar and Janie; son, Richard; a brother and seven grandchildren.

Leo Ippolito to Head Weiss Noodle Company

Two locally-based firms which have long been prominent in the food industry will be headed by Leo C. Ippolito, it was announced recently.

Ippolito, chairman of the board of Ideal Macaroni Co., also has been named chairman of Weiss Noodle Co. He succeeds the late Albert S. Weiss.

Richard D. Weiss, president of Weiss Noodle, has been appointed a director of Ideal Macaroni, and Ideal's president Pat Ippolito has been elected to the board of Weiss Noodle.

The appointments were announced by Iron Mountain, Inc., parent company of both food manufacturing firms.

Ideal Macaroni, which is marking its 75th anniversary this year, produces and markets more than 100 spaghetti and macaroni varieties which are distributed in Ohio and four neighboring states. Weiss Noodles are marketed nationally.

The two companies have parallel histories. Both were originated as family ventures and now have a third generation of the founding family active in management.

Ideal Macaroni was started in Cleveland by Pasquale Ippolito, father of Leo, in 1903. Gaspar and Bertha Weiss, parents of Albert, founded their noodle-making business in 1923. Both companies produced handmade products in their early years, but today both are fully automated and computerized, manufacturing foods untouched by hands and packaged by machine.

The Ideal Macaroni Co.'s plant and offices are in Bedford Heights, and Weiss Noodle Co. headquarters are in Solon.

New Recipe Book

"There's more to Italian cooking than spaghetti" is Ragu Foods' new recipe booklet, filled with taste-tested recipes demonstrating the versatility of their new Red Italian Cooking Sauce. To obtain a copy, write to Ragu Foods, P.O. Box 95 CS, North White Plains, N.Y. 10603.

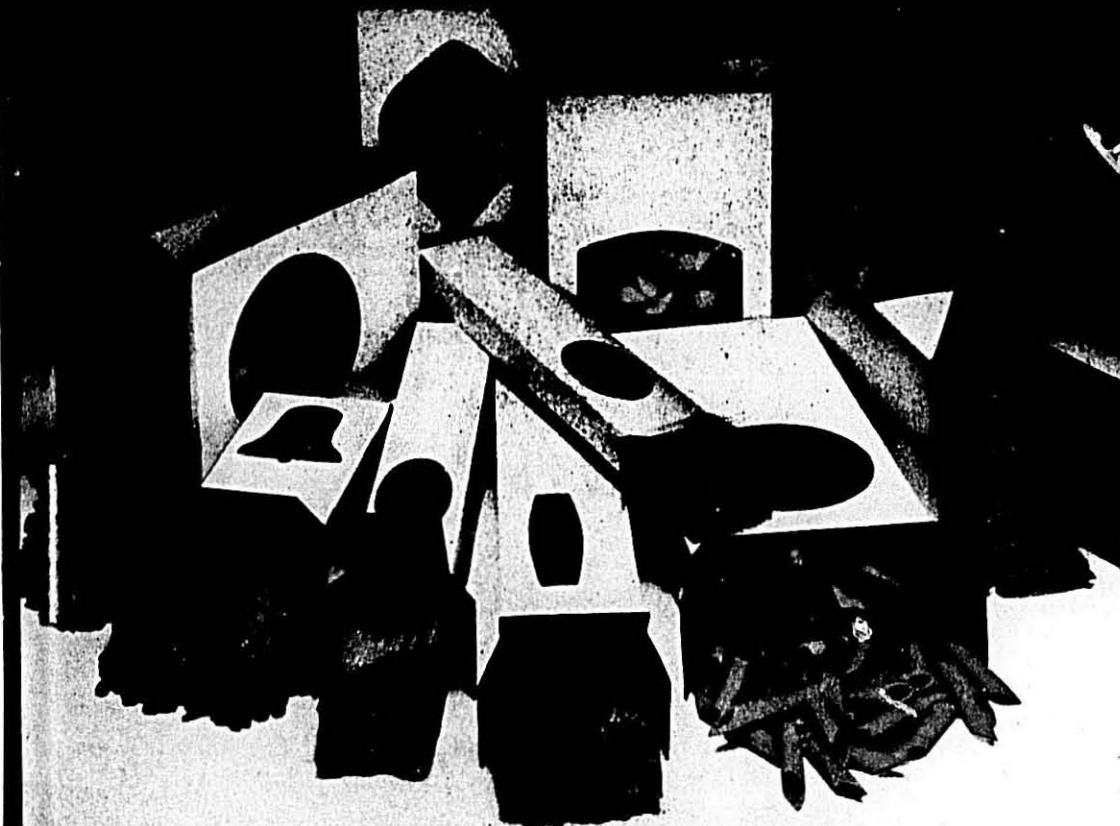
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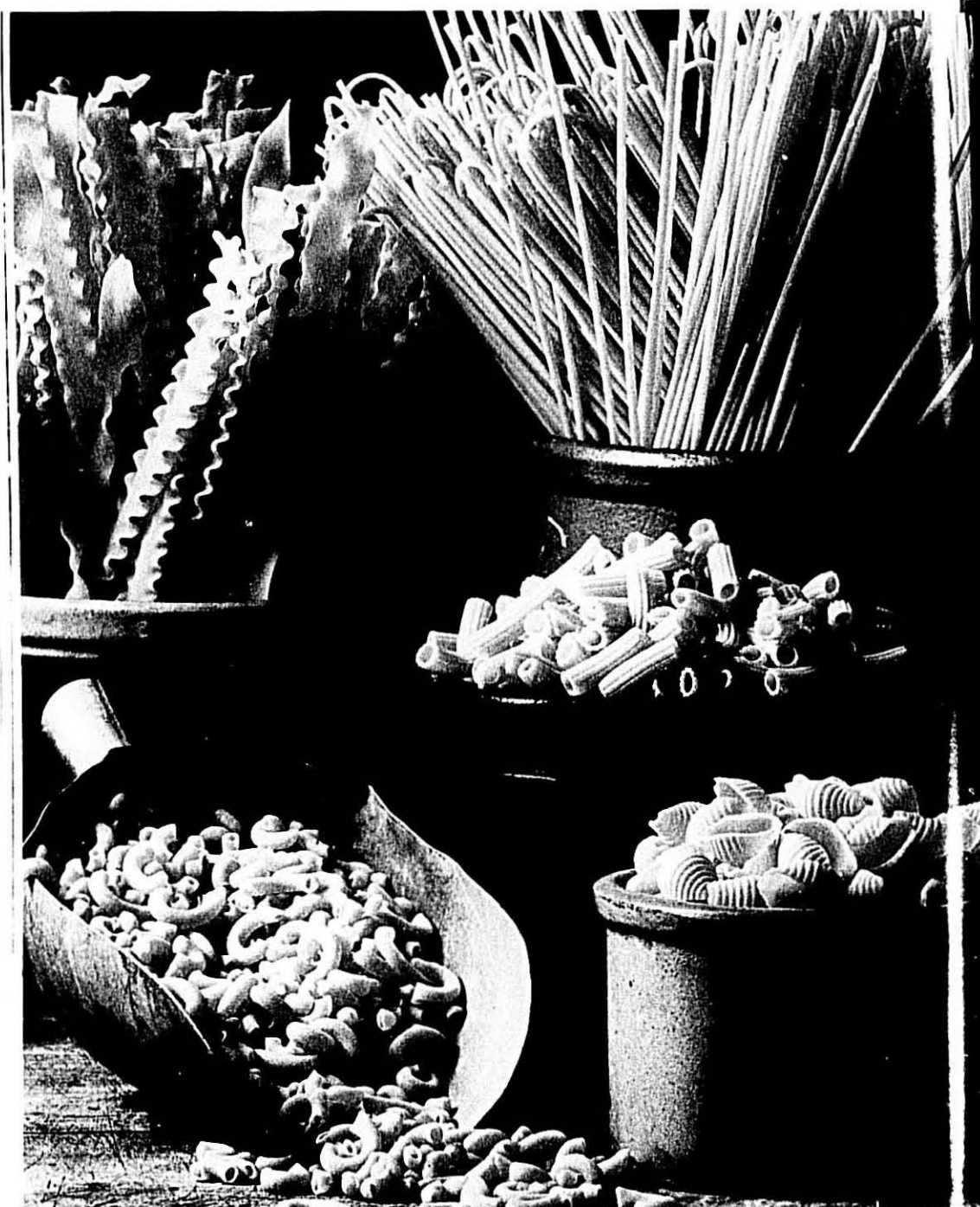
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